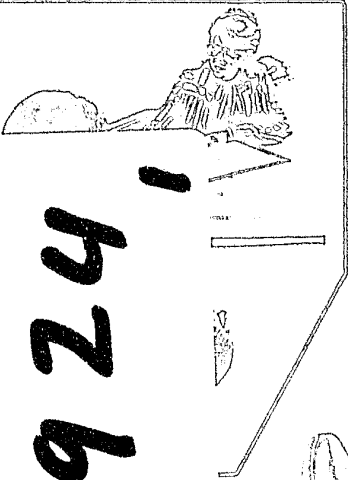
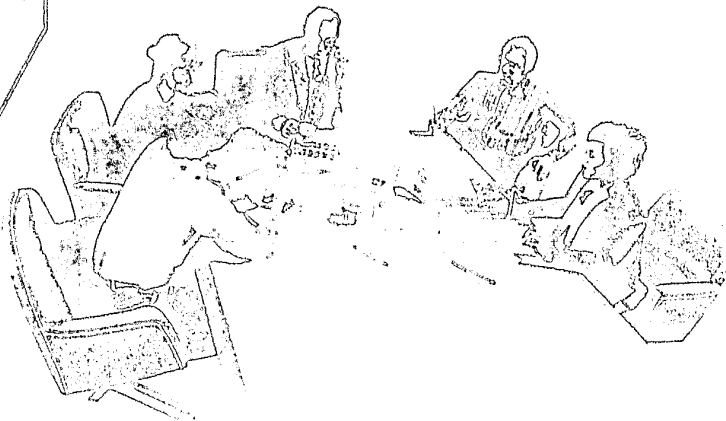
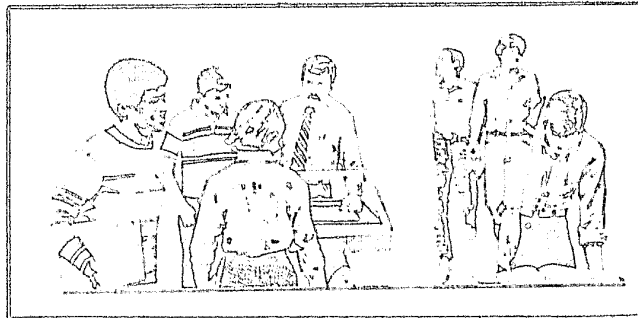
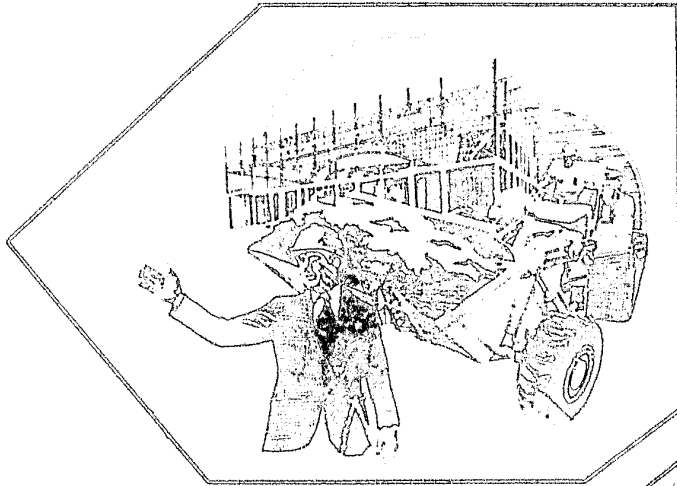


MF 1

# HUMAN SERVICES PLAN

## FISCAL YEARS 1986-1988

VOLUME III



1089241

NOIS DEPARTMENT OF CORRECTIONS

MICHAEL P. LANE DIRECTOR

U.S. Department of Justice  
National Institute of Justice

108924

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**Illinois**

**Human Services Plan**

**Volume III**

**Fiscal Years 1986-1988**

**Department of Corrections**

**Bureau of Administration & Planning**

**Planning & Budget Section**

**NCJRS**

**FEB 4 1988**

**ACQUISITIONS**



ILLINOIS  
DEPARTMENT  
OF  
CORRECTIONS

MICHAEL P. LANE  
Director

1301 Concordia Court / P. O. Box 19277 / Springfield, IL 62794-9277 / Phone (217) 522-2666

Honorable Members of the General Assembly  
State House  
Springfield, Illinois 62706

The major policy issues presented in the fiscal year 1988 Human Services Plan represent the Department of Corrections' continuing efforts toward improved operations.

The actual fiscal year 1988 budget of \$411 million signed by Governor Thompson will not allow the Department to maintain current operations nor to continue ongoing expansion projects. This reduced funding level will result in the closing of 384 beds and laying off of 286 staff.

Each of the issues discussed in this report are affected by the budget reduction.

1. Greater pressure will be put on the maximum institutions because of delays in the construction of new prisons, Dixon expansion, and the closing of four work camps.
2. Four community centers will be closed, placing greater demands on the existing ones.
3. Community supervision cannot become more effective when half the work force is laid off.
4. Reducing juvenile field services staff by half may cause a slower release of juveniles from the institutions.
5. The Offender Tracking System will be delayed again, now until October, 1988.

With this, I hereby submit the Department of Corrections' Human Services Plan for fiscal year 1988.

Sincerely,

  
Michael P. Lane  
Director

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# Illinois Department of Corrections-Human Services Plan

## Agencies Participating in Human Services Planning

- Volume 1 Department of Children and Family Services\*  
1 North Old State Capitol Plaza  
Springfield, Illinois 62762
- Volume 2 Department Public Aid\*  
316 South Second Street  
Springfield, Illinois 62762
- Volume 3 Department of Corrections\*  
1301 Concordia Court  
Springfield, Illinois 62702
- Volume 4 Department of Rehabilitation Services\*  
623 East Adams  
Springfield, Illinois 62705
- Volume 5 Department of Alcoholism and Substance Abuse\*  
100 West Randolph  
Suite 5-600  
Chicago, Illinois 60601
- Volume 6 Department on Aging\*  
421 East Capitol  
Springfield, Illinois 62706
- Volume 7 Department of Public Health\*  
535 West Jefferson  
Springfield, Illinois 62761
- Volume 8 Department of Employment Security\*  
910 South Michigan  
14th Floor  
Chicago, Illinois 60605
- Volume 9 Department of Commerce and Community Affairs  
Division of Employment and Training Services  
620 East Adams  
Springfield, Illinois 62701

Agencies Participating in Human Services Planning (continued)

- Volume 10 Department of Human Rights  
32 West Randolph Street  
Chicago, Illinois 60602
- Volume 11 Department of Veterans' Affairs  
P.O. Box 5054  
208 West Cook Street  
Springfield, Illinois 62705
- Volume 12 Formerly Commission on Delinquency Prevention  
No longer available. Youth Services have  
been consolidated in the Department of  
Children and Family Services
- Volume 13 Division of Services for Crippled Children  
University of Illinois  
540 Iles Park Place  
Springfield, Illinois 62718

Copies of individual plans may be obtained directly from each agency listed above.

\*These agencies are mandated by Public Act 79-1035 to produce Human Services Plans.

# *Chapter 1*

## *Introduction*

## INTRODUCTION

Since fiscal year 1983, the Illinois Department of Corrections has enhanced operations by:

- Constructing, staffing and opening six new institutions. These capacity increases allowed the Department to keep pace with the increase in the prison population.
- Implementing a state-of-the-art population projection/simulation model which allows accurate projection of near future populations and the simulation of potential impacts of legislative changes.
- Publishing the Adult Correctional Center Capacity Survey which provided a statement of facts and future directions for adult prison capacity and population. This publication affirmed the Department's commitment to reduce the degree of double celling in maximum security facilities as a means of maintaining safety for both employees and inmates.
- Designing a multi-million dollar Offender Tracking System (OTS) which will allow the Department to follow inmates from admission through exit from the system.

The fiscal year 1988 proposed budget for Illinois Department of Corrections is \$428 million. This budget figure is based on the assumption of a tax increase. The eight percent increase over fiscal year 1987 will allow the Department to maintain current operations and to continue ongoing projects. These projects include:

- Opening and staffing 729 additional adult beds scheduled for completion at Galesburg and Dixon during fiscal year 1988.
- Maintaining the reduced average daily population level achieved in maximum security institutions since fiscal year 1986.
- Implementing Phase I of the Offender Tracking System and the first phase of the the Budgetary Accounting and Reporting System.
- Improving educational opportunities for inmates by providing mandatory participation in remedial education programs for illiterate inmates.
- Improving the physical plants of the 19 adult institutions and the seven juvenile facilities by supplementing the general revenue repair and maintenance levy with Capital Development Board funds.

Illinois Department of Corrections-Human Services Plan  
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The fiscal year 1988 budget request represents a maintenance budget. It maintains previous commitments made for a safe, humane and effective correctional system. A lower funding level will chip away at previous accomplishments and slow future progress.

Much has been accomplished with the support of the Governor and General Assembly. Fiscal year 1988 is the year to decide whether this commitment will be maintained.

## *Chapter 1*

# *Appendix*

*\* DOC Organization Chart*

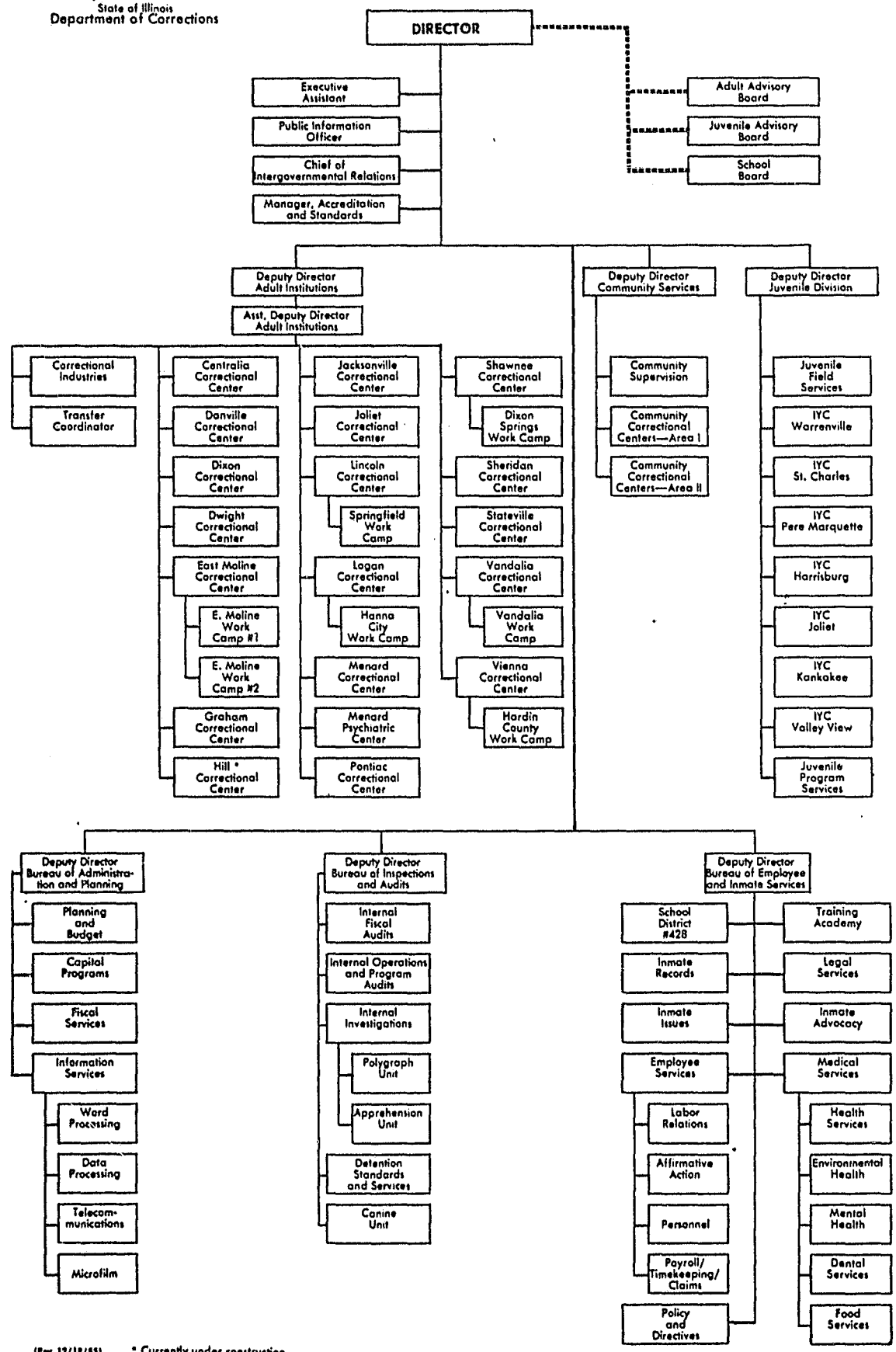
*\* Statutory Authority*

*\* Mission & Goals*

*\* Data Tables*

# Figure 1-1

State of Illinois  
Department of Corrections



(Rev. 12/18/85) \* Currently under construction



DEPARTMENT OF CORRECTIONS

Statutory Authority

The Unified Code of Corrections (Chapter 38) and the Juvenile Court Act (Chapter 37) are the major statutes which define the Department-mandated responsibility and authority. Legislation each year may be passed which revises the Unified Code of Corrections and the Juvenile Court Act. Other legislation, such as the Criminal Code, has a significant impact on the Department.

The Department, under the Unified Code of Corrections (Illinois Revised Statutes, Chapter 38, Paragraph 1003-2-2), is mandated the authority and responsibility to:

- Accept persons committed to it by the courts of this State for care, custody, treatment and rehabilitation.
- Develop and maintain reception and evaluation units for purposes of analyzing the custody and rehabilitation needs of persons committed to it and assign such persons to institutions and programs under its control or transfer them to other appropriate agencies.
- Maintain and administer all State correctional institutions and facilities under its control and establish new ones as needed. The Department designates those institutions which constitute the State Penitentiary System.
- Develop and maintain programs of control, rehabilitation and employment of committed persons within its institutions.
- Establish a system of release, supervision and guidance of committed persons in the community.
- Maintain records of persons committed to it and establish programs of research, statistics and planning.
- Investigate the grievances of any person committed to the Department and inquire into any alleged misconduct by employees; and for this purpose it may issue subpoenas and compel the attendance of witnesses and the production of writings and papers, and may examine under oath any witnesses who may appear before it.
- Appoint and remove the chief administrative officers, and administer programs of training and development of personnel of the Department. Personnel assigned by the Department are responsible for the custody and control of committed persons.
- Cooperate with other departments and agencies and with local communities for the development of standards and programs for better correctional services in this State.

Illinois Department of Corrections-Human Services Plan  
Chapter 1

- Administer all monies and properties of the Department.
- Report annually to the Governor on the committed persons, institutions and programs of the Department.
- Report quarterly to the Legislature on population, capacity and programs.
- Make all rules and regulations and exercise all powers and duties vested by law in the Department.
- Do all other acts necessary to carry out the provisions of the statutes.

Mission Statement and Goals

The Department must balance the goal of public safety with the goal of providing basic humane social services to offenders. The Department's mission reflects this balance.

MISSION: TO PROTECT THE PUBLIC FROM CRIMINAL OFFENDERS THROUGH INCARCERATION, SUPERVISION, PROGRAMS, AND SERVICES DESIGNED TO RETURN APPROPRIATE OFFENDERS TO THE COMMUNITY WITH SKILLS AND ATTITUDES THAT WILL HELP THEM BECOME USEFUL AND PRODUCTIVE CITIZENS.

This mission is accomplished by meeting a more specific set of goals:

- a. Establish the necessary types of physical security and levels of supervision to safely secure the individuals committed to the Illinois Department of Corrections.
- b. Remain in compliance with all pertinent laws, rules and regulations.
- c. Provide opportunities to develop skills which will contribute to a lifestyle of lawful behavior.
- d. Provide humane treatment of offenders by meeting basic needs such as food, clothing, adequate shelter, and medical or therapeutic care in addition to providing programs for recreation and personal growth.

The Planning Process

The IDOC planning process is intended to serve, at a minimum, these four efforts:

- a. Documenting departmental and divisional priorities and course of action for the fiscal year.
- b. Preparing data to support other Departmental planning activity and decision-making.

Illinois Department of Corrections-Human Services Plan  
Chapter 1

- c. Formulating critical issues of the Department to be reported to the Legislature.
- d. Establishing an on-going procedure by which the Department develops and monitors its programs and budget.

The activities which guide this planning effort by the Department of Corrections begin in early fall with a review of the current situation, and the identification of key issues. Also, an initial assessment of program and fiscal requirements is conducted. This information is presented to the Bureau of the Budget during October in the Budget Preview.

By November, each facility is required to present detailed information to be used in determining the Department's budget request. When this information is received, meetings are held to discuss these requests in reference to the Department's priorities. This activity results in a proposed funding level submitted to the Bureau of the Budget in December.

January through March involves finalizing the budget request as well as the implementation approach for the budget. Also during this time, the necessary data for the Human Services Plan are collected. The publication of the Plan begins to identify future evaluations and research requirements, including the evaluation of the effectiveness of new programs to be implemented in the coming fiscal year. These research and evaluation findings then contribute to the issue analysis for the next year. Table 1-1 details key activities and dates of the planning process.

Illinois Department of Corrections-Human Services Plan  
Chapter 1

Table 1-1

Planning and Budget Process  
for Fiscal Year 1988

| <u>Activity</u>  | <u>Date to be Completed</u> |
|--|-----------------------------|
| 1. Evaluate 1987 new initiatives   | July 1987                   |
| 2. Write reviews describing the evaluation of 1987 new initiatives   | July 1987                   |
| 3. Convey fiscal year 1988 appropriations to executive staff, Wardens, Superintendents and other program heads | July 1987                   |
| 4. Gather and analyze data for the 1989 Budget Preview   | October 1987                |
| 5. Collect additional budget data from facility and program heads  | November 1987               |
| 6. Evaluate alternative funding levels with the Bureau of the Budget and the Governor's Office                 | December 1987               |
| 7. Prepare materials for fiscal year 1989 <u>Illinois State Budget</u>   | February 1988               |
| 8. Review 1989 Budget Requests with Chief Administrative Officers  | March 1988                  |
| 9. Present fiscal year 1989 Budget Request   | March 1988                  |
| 10. Prepare Human Services Plan for fiscal year 1989   | April 1988                  |
| 11. Collect data to evaluate new initiatives in fiscal year 1988   | June 1988                   |

Illinois Department of Corrections-Human Services Plan  
Chapter 1

TABLE 1-2  
Minimum Services & Commodities Required by  
Unified Code of Corrections

- Maintenance of inmates' master record files.
- Educational programs so that all persons have the opportunity to attain the equivalent of a 12th grade education and higher levels when possible.
- Toilet facilities.
- Barber facilities.
- Facilities to bathe at least one time per week.
- A law library.
- A general library.
- Access to a radio or television.
- One hour per day out-of-cell time absent security limitations.
- Wholesome and nutritional diets at regularly scheduled hours.
- Drinking water.
- Clothing adequate for the season.
- Bedding.
- Soap and towels.
- Medical and dental care.
- Mail privileges, including postage for three first class letters per week per inmate.
- Visiting privileges.
- Access to counsel.
- Access to religious services and/or chaplains.
- Regular cleaning and maintenance of buildings.
- Ventilation of air and heat consistent with climate.
- Rules for the protection of inmate property.
- Rules regarding the enforcement of discipline.
- A comprehensive energy conservation program at each facility.
- A social evaluation of each inmate's medical, psychological, educational, and vocational history and placement consistent with the evaluation as is practicable.
- A grievance procedure.
- Employment and vocational training insofar as is possible.
- Establishment of work and day release programs to leave the facility for various purposes.

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TABLE 1-3

Minimum Support Services Required  
by Unified Code of Corrections

- Operate programs of research, statistics and planning.
- Investigate inmate grievances and employee misconduct.
- Operate training programs.
- Develop and enforce standards for better correctional services in the State.
- Administer all monies and properties of the Department.
- Make all rules and regulations governing the Department.
- Appoint and remove Chief Administrative Officers.
- Report annually to the Governor and quarterly to the Legislature.
- Prepare fiscal and population impact notes on all criminal code amendments.

Table 1-4

Accreditation Status - Adult & Juvenile  
March 1987

| <u>Facility</u>                        | <u>Accredited</u>       | <u>Re-Accredited</u>   | <u>Re-Accreditation Due</u> |
|--|-------------------------|------------------------|-----------------------------|
| <b>Adult Institutions:</b>             |                         |                        |                             |
| Centralia.....                         | JAN 1983                | JAN 1986               | JAN 1989                    |
| Danville.....                          | NOV 1986                |                        | NOV 1989                    |
| Dixon.....                             | JAN 1986                |                        | JAN 1989                    |
| Dwight.....                            | JAN 1981                | MAY 1984               | MAY 1987                    |
| East Moline.....                       | APR 1983                | MAY 1986               | MAY 1989                    |
| Galesburg.....                         | Open less than one year |                        |                             |
| Graham.....                            | JAN 1983                | JAN 1986               | JAN 1989                    |
| Jacksonville.....                      | JAN 1986                |                        | JAN 1989                    |
| Joliet.....                            | AUG 1982                | AUG 1985               | AUG 1988                    |
| Lincoln.....                           | JAN 1986                |                        | JAN 1989                    |
| Logan.....                             | MAY 1980                | AUG 1983               | AUG 1989                    |
|  |                         | AUG 1986               |                             |
| Menard.....                            | MAY 1980                | AUG 1983               | AUG 1989                    |
|  |                         | AUG 1986               |                             |
| Menard Psych.....                      | FEB 1980                | AUG 1983               | AUG 1989                    |
|  |                         | AUG 1986               |                             |
| Pontiac.....                           | MAY 1986                |                        | MAY 1989                    |
| Shawnee.....                           | AUG 1986                |                        |                             |
| Sheridan.....                          | JAN 1981                | JAN 1985               | JAN 1988                    |
| Stateville.....                        | JAN 1985                |                        | JAN 1988                    |
| Vandalia.....                          | APR 1980                | NOV 1983               | NOV 1989                    |
|  |                         | NOV 1986               |                             |
| Vienna.....                            | MAY 1979                | MAY 1982               | JUN 1988                    |
|  |                         | JUN 1985               |                             |
| <b>Community Correctional Centers:</b> |                         |                        |                             |
| Decatur.....                           | JAN 1982                | JAN 1985               | JAN 1988                    |
| Fox Valley.....                        | AUG 1982                | AUG 1985               | AUG 1988                    |
| Joliet.....                            | JAN 1982                | JAN 1985               | JAN 1988                    |
| Jessie "Ma" Houston.....               | JAN 1982                | JAN 1985               | JAN 1988                    |
| Metro.....                             | MAR 1981                | MAY 1984               | MAY 1987                    |
| Peoria.....                            | AUG 1982                |                        |                             |
| Southern Illinois.....                 | MAR 1981                | MAY 1984               | MAY 1987                    |
| Urbana.....                            | MAR 1981                | MAY 1984               | MAY 1987                    |
| Winnebago.....                         | MAR 1981                | MAY 1984               | MAY 1987                    |
| <b>Contractual:</b>                    |                         |                        |                             |
| Bi-State.....                          | In process              |                        |                             |
| Crossroads.....                        | Accredited              |                        |                             |
| Magdala House.....                     | Accredited              |                        |                             |
| Salvation Army - Men.....              | Accredited              |                        |                             |
| Salvation Army - Women.....            | Accredited              |                        |                             |
| <b>Community Supervision:</b>          |                         |                        |                             |
| Area I & II.....                       | AUG 1984                |                        | AUG 1987                    |
| <b>Juvenile Institutions:</b>          |                         |                        |                             |
| Harrisburg.....                        | AUG 1985                |                        | AUG 1988                    |
| Joliet.....                            | APR 1983                | AUG 1986               | AUG 1989                    |
| Kankakee.....                          | AUG 1983                | AUG 1986               | AUG 1989                    |
| Pere Marquette.....                    | AUG 1983                | AUG 1986               | AUG 1989                    |
| St. Charles.....                       | JAN 1982                | JAN 1985               | JAN 1988                    |
| Valley View.....                       | JAN 1983                | JAN 1986               | JAN 1989                    |
| Warrenville.....                       | AUG 1982                | AUG 1985               | AUG 1988                    |
| Juvenile Field Services.....           | OCT 1981                | NOV 1984               | NOV 1987                    |
| -----                                  |                         |                        |                             |
| East St Louis CCC.....                 | JAN 1982                | Closed                 |                             |
| River Bend CCC.....                    | JAN 1982                | Closed                 |                             |
| IYC-Dixon Springs.....                 | AUG 1983                | Converted to Work Camp |                             |
| IYC-Hanna City.....                    | APR 1983                | Converted to Work Camp |                             |

Illinois Department of Corrections-Human Services Plan  
Chapter 1

Table 1-5

Reimbursement Summary

(\$ thousands)

A portion of state expenditures are eligible for federal reimbursements under Title XX of the Social Security Act. The following represent actual, estimated and projected expenditures for services eligible for federal financial participation. These include adult and juvenile parole, juvenile program services, foster and group homes and work release.

| <u>FY 86</u><br><u>Actual</u> | <u>FY 87</u><br><u>Estimated</u> | <u>FY 88</u><br><u>Projected</u> |
|-------------------------------|----------------------------------|----------------------------------|
| \$21,876.4                    | \$22,852.9                       | \$22,562.7                       |

Private, non-profit organizations that service parolees, work release residents, and court referrals in counseling, job training and job placement receive 75 percent federal reimbursement of operating costs with 25 percent being provided by the local initiative. The following represents actual, estimated and projected expenditures eligible for federal financial participation.

| <u>FY 86</u><br><u>Actual</u> |                | <u>FY 87</u><br><u>Estimated</u> |                | <u>FY 88</u><br><u>Projected</u> |                |
|-------------------------------|----------------|----------------------------------|----------------|----------------------------------|----------------|
| <u>Certified</u>              | <u>Donated</u> | <u>Certified</u>                 | <u>Donated</u> | <u>Certified</u>                 | <u>Donated</u> |
| \$806.2                       | \$2,086.6      | \$806.5                          | \$2,055.9      | \$803.8                          | \$2,081.9      |

Each year the Department of Public Aid notifies the Department of Corrections of the amount of Title XX Donated Funds Initiatives monies which can be jointly awarded for services to ex-offenders. Annually, the Department of Corrections accepts applications for these monies and together with the Department of Public Aid awards grants through "three-party" contracts.



Illinois Department of Corrections-Human Services Plan  
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Table 1-6

Recipient Data Summary

|  | <u>FY 86</u><br><u>Actual</u> | <u>FY 87</u><br><u>(Estimated)</u> | <u>FY 88</u><br><u>(Projected)</u> |
|--|-------------------------------|------------------------------------|------------------------------------|
| <u>Adult Institutions &amp; Centers</u>                  |                               |                                    |                                    |
| Average Daily Population                                 | 18,423                        | 19,462                             | 20,074                             |
| Correctional Industries:<br>Inmates Positions (EGY)      | 947                           | 1,150                              | 1,200                              |
| Inmates Served in<br>Community Correctional<br>Centers   | 2,208                         | 2,032                              | 1,634                              |
| <u>Community Supervision</u>                             |                               |                                    |                                    |
| Releasees receiving<br>Community Supervision<br>Services | 17,777                        | 18,745                             | 20,522                             |
| Average Monthly Caseload                                 | 9,731                         | 10,577                             | 11,356                             |
| <u>Juvenile Institutions &amp; Services</u>              |                               |                                    |                                    |
| Average Daily Population:<br>Institutions                | 1,168                         | 1,207                              | 1,212                              |
| Average Daily Population:<br>Parole                      | 1,166                         | 1,186                              | 1,212                              |
| <u>Administration</u>                                    |                               |                                    |                                    |
| School District 428:                                     |                               |                                    |                                    |
| Number enrolled-<br>All programs                         | 22,694                        | 23,150                             | 24,150                             |
| Number completing<br>GED                                 | 1,558                         | 1,820                              | 1,978                              |

Illinois Department of Corrections-Human Services Plan  
Chapter 1

Table 1-7

Source of Funds Summary

(\$ thousands)

|   | FY 86<br>Obligation<br>Authority<br>Actual | FY 87<br>Obligation<br>Authority<br>Actual | FY 88<br>Obligation<br>Authority |
|---|--|--|----------------------------------|
| <u>Federal Grants</u>   |  |  |                                  |
| DCFS Programs   | 70.1                                       | 0.0  | 0.0                              |
| Illinois State Board of<br>Education                            | 4,021.5                                    | 4,892.3                                    | 4,993.1                          |
| Eastern Illinois University                                     | 21.5                                       | 0.0  | 0.0                              |
| National Institute<br>of Corrections                            | 34.0                                       | 0.0  | 0.0                              |
| Illinois Arts Council   | 0.0  | 6.5  | 0.0                              |
| Department of Public Aid  | 165.0                                      | 0.0  | 0.0                              |
| Governor's Planning Council<br>on Developmental<br>Disabilities | 50.0                                       | 31.8                                       | 0.0                              |
| Southern Illinois Arts  | 0.5  | 0.3  | 0.0                              |
| Cook County States Attorney                                     | 0.0  | 55.0                                       | 0.0                              |
| sub-total   | 4,362.6                                    | 4,992.4                                    | 4,993.1                          |
| <u>State Funds</u>  |  |  |                                  |
| General Revenue   | 376,787.5                                  | 397,926.6                                  | 410,860.1                        |
| Working Capital<br>Revolving Fund                               | 12,290.1                                   | 19,541.7                                   | 21,357.0                         |
| sub-total   | 389,077.6                                  | 417,468.3                                  | 432,217.1                        |
| Grand Total   | 393,440.2                                  | 422,460.7                                  | 437,210.2                        |

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Table 1-8

Comparison  
Fiscal Year 1987 Appropriations  
and  
Fiscal Year 1988 Request

|                                    | FY 87<br>Appropriations<br>(\$ thousands) | FY 88<br>Request<br>(\$ thousands) | Percent<br>Change |
|------------------------------------|---|------------------------------------|-------------------|
| New General Revenue Appropriations | 397,926.6                                 | 410,860.1                          | 3.2%              |
| General Revenue Reappropriations   | 0   | 0                                  | 0.0%              |
| Working Capital Revolving Fund     | 19,541.7                                  | 21,357.0                           | 9.3%              |
| TOTAL                              | 417,468.3                                 | 432,217.1                          | 3.5%              |

TABLE 1-9

Total State Resources  
for Corrections  
Fiscal Year 1988

|  | FY 88<br>Request<br>(\$ thousands) |
|--|------------------------------------|
| General Revenue Appropriations               | 410,860.1                          |
| Working Capital Revolving Fund               | 21,357.0                           |
| Correctional Special Purpose Trust Fund      | 0.0                                |
| Correctional School District Education Fund  | 4,993.1                            |
| New Capital Development Board Appropriations | 9,919.0                            |
| Capital Development Board Reappropriations   | 130,809.1                          |
| TOTAL  | 577,938.3                          |

# *Chapter 2*

*Adult*

*Institutions*

*&*

*Centers*

MAINTAIN CONTROL OF MAXIMUM SECURITY INSTITUTIONS

Issue Definition

Although the Department of Corrections has begun reducing the populations at the four maximum security institutions (Joliet, Menard, Pontiac, and Stateville), they are still above ideal capacity. This taxes the staffs ability to maintain control of these facilities.

Background

The Department's top priority since fiscal year 1984 has been the safety of staff and inmates at the four maximum security institutions. This is being accomplished by lowering their population levels and providing sufficient staff. As illustrated below, the fiscal year 1988 budget request allows for maintaining the progress made through fiscal year 1987.

Table 2-1

| Population, Capacity and Staff Data for<br>Maximum Security Institutions |                            |                            |                             |                              |                               |
|--|----------------------------|----------------------------|-----------------------------|------------------------------|-------------------------------|
|  | FY 85<br>6/30/85<br>Actual | FY 86<br>6/30/86<br>Actual | FY 87<br>2/28/87<br>Current | FY 88<br>6/30/87<br>Estimate | FY 88<br>6/30/88<br>Projected |
| Population as a percent<br>of Rated Capacity                             | 92.0%                      | 92.3%                      | 87.5%                       | 90.4%                        | 88.8%                         |
| Population as a percent<br>of Ideal Capacity                             | 148.6%                     | 148.6%                     | 140.9%                      | 141.1%                       | 139.2%                        |
| Total Staff  | 2,873                      | 2,825                      | 2,836                       | 2,901                        | 2,901                         |
| Inmate Population  | 7,550                      | 7,430                      | 7,045                       | 7,050                        | 7,072                         |

The concentration of serious offenders in maximum security institutions requires increased supervision of inmate movement and activities. Yet, as a group, maximum security institutions have the lowest security staff ratio.

Table 2-2

Security Staff Ratios By Institutional Security Level  
February 1987

|                               |       |
|-------------------------------|-------|
| Maximum Security Institutions | 0.276 |
| Other Institutions            | 0.321 |

The safest way to improve staffing ratios is by continuing to reduce the number of inmates in the institutions rather than increasing the number of staff.

### Issue Analysis

The danger of operating over capacity is apparent. In just a single month (January 1987) the following occurred:

- 65 assaultive injuries.
- 1,183 psychiatric referrals.
- 37 attempted suicides.
- 180 reported disturbances.
- 4 incidents in which shots were fired.

This is typical for any month in the maximum security institution. Over 900 staff will be assaulted in fiscal year 1987. Staff working at the maximum institutions have a one-in-four chance of being assaulted within a year. In fact, over 90 percent of reported assaults occur at maximum security institutions and over one-half of these involve a weapon. Segregation space to place these problem inmates is nearly always full. Constant review is required for early release of inmates to the general population.

Since 1983, capacity increases have barely kept pace with population increases. Reduction of population levels at the maximum security institutions required increasing double celling of inmates at medium and minimum security institutions. Yet most of the medium and minimum security institutions have reduced their headcount since December 1985 due to budget constraints. The fiscal year 1988 budget assumes continuation of this policy.

### Action Plan

The Department's capacity growth has to keep pace with the population growth. To do this, the Department's plan was to begin construction of the new prisons at Mt. Sterling and Canton and site the third prison in the summer of 1987. This schedule has been phased back to the fall of 1987. It takes approximately 24 months to construct a prison. A delay in these prisons will force population over rated capacity for a fourth year. The siting process for the third prison has been stopped.

In the meantime, prison population growth will allow little reduction in population levels at maximum security institutions in fiscal year 1988. Capacity will increase by only a few beds. Construction projects at Galesburg (+168), and Dixon (+128), and renovation at Joliet (+160) and Dwight (+52) will add beds. At the same time, however, four work camps, East Moline (2), Vandalia and Hardin County will close; and four community centers, Sojourn, Bi-State, Magdala, Salvation Army Male;

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and leased county jail beds will close. These actions result in the loss of 384 beds. The net change in capacity in fiscal year 1988 is 136 beds. Nonetheless, the fiscal year 1988 population is expected to increase by 622 inmates.

In order to maintain the current reductions at maximum institutions, population levels at Sheridan, Vandalia, East Moline, Vienna, Centralia, and Graham will continue to exceed rated capacity. Continuing growth in the female population will require maintaining Logan Correctional Center as a coed facility.

The construction of the new prisons must proceed as planned. By the time Mt. Sterling and Canton open, they will simply maintain population growth and will not help reduce the overcrowding at the maximum security prisons. The addition of the third prison is needed to offset future population growth. Even after the third prison is completed, the population is expected to grow at a rate of one 750 bed prison every two years.

## SUBSTANCE ABUSE TREATMENT FOR COMMUNITY CORRECTIONS

### Issue Definition

The Department's treatment of substance abusers is designed to help reduce recidivism. Studies note that inmates with drug and alcohol problems are more likely to return to prison than those without. This problem is even greater for incarcerated females who have dependent children.

In past years, the Department has improved its' efforts of treatment programs for inmates with mental health and substance abuse problems. However, state funds have not been available to fully develop drug treatment programs. The Department is reviewing the use of federal grant money to institute programs that address the problem of alcohol and drug abuse.

### Background

The Department has been striving to improve mental health/substance abuse programming. Since fiscal year 1986, contractual psychiatric hours have increased at Menard Psychiatric, Dixon and Vienna. Full time mental health staff have increased at Dixon, Pontiac and Vienna. Substance abuse programs have been instituted at IYC-Harrisburg, Shawnee and Dixon. Still, more effective and comprehensive services need to be provided to inmates with substance abuse problems. In this area, the Department has had to rely heavily on volunteers from groups such as Alcoholics Anonymous and Narcotics Anonymous to provide the necessary programs.

### Issue Analysis

The problems of inmates in institutions will soon be carried over as problems of inmates in community correctional centers. Over half of the nearly twenty thousand inmates in adult institutions have admitted to substance use.

In community correctional centers, substance use can have serious consequences. Of the over 1,000 incidents in the 15 community correctional centers in fiscal year 1986, more than 40 percent were committed by residents with prior substance use problems. At least 22 percent of the incidents directly involved substance abuse. To date in fiscal year 1987 this has increased. Forty-seven percent of the incidents involved residents with prior substance use problems and at least 24 percent directly involved drugs and/or alcohol.



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Chapter 2

As of fiscal year 1984, less than 20 percent of those with admitted substance use histories reported receiving treatment before admission. Fewer females than males had previous treatment (15 percent to 21 percent). Single women with children had the lowest rate of treatment (10 percent) but had the highest rate of drug use (63 percent).

For females, there is a strong correlation between substance use and success or failure in a community correctional center. Seventy-one percent of those females who violated and were returned to prison were identified as needing additional treatment. Seventy-eight percent of those who successfully completed their term in the center did not need more treatment.

Although some females are involved in treatment programs in the local community, these programs do not seem to be enough. Nearly all of the female failures who were enrolled in community treatment programs (47 out of 48) needed additional treatment.

#### Action Plan

The Department has applied for funding through a drug grant made available from the Anti-Drug Abuse Act of 1986. If received, a 30-bed female community correctional center for the treatment of substance abuse will be established near Chicago. The proposed community center program will provide intensive treatment services for the high risk female population. It will also be designed to help treat substance abusers with mental/emotional disorders through an outpatient therapy service. The entire program will be directed at reducing recidivism by providing intensive treatment programs. The potential reduction in the number of releasees returned to the institutions would help relieve the institutional overcrowding problems.

If funding is received, efforts would be made to expand this program during fiscal year 1989 to include the adult male population. In subsequent years, funding would be requested to address the treatment of juveniles and institutional releasees.

## *Chapter 2*

# *Appendix*

*\* Map*

*\* Statutory Authority*

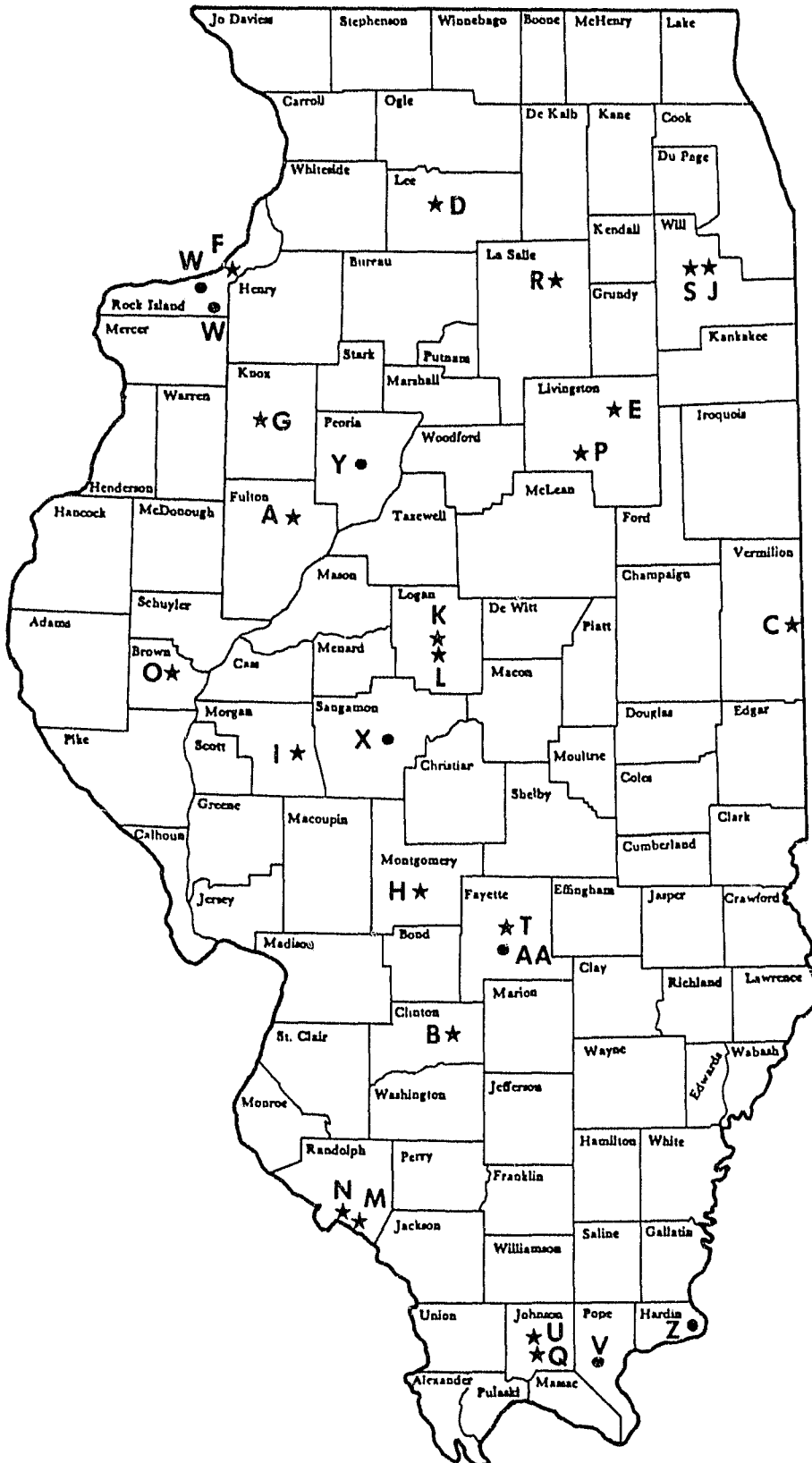
*\* Summary of Services*

*\* Mission, Goals, & Objectives*

*\* Data Tables*

Figure 2-1

State of Illinois • Department of Corrections



ADULT  
DIVISION

- ★ CORRECTIONAL CENTERS
- A Canton 1990
  - B Centralia
  - C Danville
  - D Dixon
  - E Dwight
  - F East Moline
  - G Galesburg
  - H Graham
  - I Jacksonville
  - J Joliet
  - K Lincoln
  - L Logan
  - M Mendon
  - N Mendon Psychiatric
  - O Mt Sterling 1989
  - P Pontiac
  - Q Shawnee
  - R Shawnee
  - S Stateville
  - T Vandalia
  - U Vienna
- WORK CAMPS
- V Dixon Springs Work Camp
  - W East Moline Work Camp #1
  - East Moline Work Camp #2
  - X Springfield Work Camp
  - Y Hanna City Work Camp
  - Z Hardin County Work Camp
  - AA Vandalia Work Camp

ADULT INSTITUTIONS & COMMUNITY CENTERS

Statutory Authority

Adult institutions and centers receive their statutory authority from the Illinois Revised Statutes; Chapter 38, Division X:

Chapter 3, Article 2, Paragraph 1003-2-2:

"In addition to the powers, duties, and responsibilities which are otherwise provided by law, the Department shall have the following powers:

- (a) To accept persons committed to it by the courts of this State for care, custody, treatment and rehabilitation.
- (b) To develop and maintain reception and evaluation units for purposes of analyzing the custody and rehabilitation needs of persons committed to it and to assign such persons to institutions and programs under its control, or transfer them to other appropriate agencies.
- (c) To maintain and administer all State correctional institutions and facilities under its control and to establish new ones as needed. The Department shall designate those institutions which shall constitute the State Penitentiary System.
- (d) To develop and maintain programs of control, rehabilitation and employment of committed persons within its institutions."

Chapter 3, Article 6, Paragraph 1003-6-1:

"The Department shall designate those institutions and facilities which shall be maintained for persons assigned as adults and as juveniles.

The types, number and population of institutions and facilities shall be determined by the needs of committed persons for treatment and the public protection. All institutions and programs shall conform to the minimum standards under this Chapter."

Chapter 3, Article 13, Paragraph 1003-13-1:

"The Department shall establish and maintain work and day-release programs and facilities for persons committed to the Department."

Adult institutions and centers take custody of adults committed by Illinois courts and Mandatory Supervised Release (MSR)/parole violators. Facilities are administered by the Division of Adult Institutions and the Community Correctional Centers branch of the Community Services Division. The Division of Adult Institutions includes 19 operating institutions, the Office of the Transfer Coordinator, and Correctional

Industries. Community Correctional Centers currently include 15 facilities.

### Summary of Services

Adult institutions and centers continue to successfully manage an increasing prison/center population while improving conditions in the facilities. Service areas are:

- Residential Care: Inmates are provided basic services to maintain humane living conditions in the facilities. Services include: food, clothing, housing, laundry, commissary, trust fund, maintenance of the physical plant, administration, and leisure time activities, including library and educational services and religious services.
- Security Services: The Department provides internal custody and supervision and perimeter security to prevent inmates from injuring others and from committing new crimes in the community.
- Clinical Services: Each facility provides counseling and case-work services to address situational and social adjustment problems. Information and record keeping services are also maintained for each inmate. Service activities include Reception and Classification (R&C), resolution of situational problems, individual and group counseling, record office functions, and screening/security classification of inmates for institutional transfers and community-based programming.
- Medical Services: Comprehensive medical care is provided, including diagnosis and treatment of inmate medical problems. Services include physical examinations, emergency medical treatment, and complete diagnosis and treatment of medical and dental problems.
- Mental Health Services: Comprehensive mental health care, including diagnosis and treatment of inmate mental health problems is provided. Services include psychological and psychiatric testing, examinations and diagnosis, individual and group counseling and therapy, and specialized treatment programs for individual offenders.

### Mission Statement

MISSION: TO INCARCERATE IN A SAFE AND HUMANE MANNER ALL ADULT OFFENDERS SENTENCED TO THE DEPARTMENT OF CORRECTIONS, TO PROVIDE FOR THE BASIC NEEDS OF THESE INMATES, AND TO ASSIST IN THEIR REINTEGRATION TO THE COMMUNITY BY PROVIDING AN OPPORTUNITY TO PARTICIPATE IN PROGRAMS AND LEISURE TIME ACTIVITIES.

TABLE 2-4  
 Adult Institutions  
 Goals, Objectives, & Results  
 Fiscal Year 1986

| <u>GOALS</u>   | <u>OBJECTIVES</u>   | <u>RESULTS AS OF 06/30/86</u>   |
|--|---|---|
| 1. With the continuing increase of the adult offender population, to continue to improve the safety and institutional environment for staff and inmates by:<br><br>-classification, assigning appropriate inmates to the various adult institutions;<br><br>-updating, modernizing and repairing existing physical plants; | 1.1 To conduct emergency response drills on regular basis;  | 1.1 At least one conducted weekly at each facility.   |
|  | 1.2 Continue cooperation with the Juvenile Institutions developing a departmental sense of purpose;         | 1.2 All policies, juvenile and adult combined into Administrative Rules.  |
|  | 1.3 Achieve ACA accreditation for Jacksonville, Lincoln, Shawnee and Pontiac;                               | 1.3 Jacksonville, Lincoln, and Dixon accredited January, 1986. Pontiac accredited in May 1986. Shawnee is in correspondence status. |
|  | 1.4 By June 30, 1985, identify population suited for Special Programs Unit at Dixon.                        | 1.4 261 inmates as of 06/30/86  |
|  | 1.5 Continue refinement of reclassification instrument to ensure effectiveness in institutional placements; | 1.5 Reclassification of inmate status completed once a year. Initiated process study, May 1986.                                     |
|  | 1.6 By April, 1985, begin remodeling/building of kitchen/dining room complex at Stateville;                 | 1.6 Completed September, 1985.  |
|  | 1.7 During FY '86,, construction of Joliet dining room, should be 50% complete;                             | 1.7 50% complete, estimated completion October, 1986.   |
|  | 1.8 By June, 1985, sewer drainage improvements at Joliet should be completed;                               | 1.8 Completed fall of 1985.   |
|  | 1.9 By December, 1985, renovate Joliet North Segregation Unit;  | 1.9 Completed November, 1985.   |
|  | 1.10 During FY86, begin renovation of East Cellhouse at Joliet.   | 1.10 Renovation began November, 1985; estimated completion date August, 1987.   |

TABLE 2-4 (Continued)

Adult Institutions  
Goals, Objectives, & Results  
Fiscal Year 1986

| <u>GOALS</u>   | <u>OBJECTIVES</u>  | <u>RESULTS AS OF 06/30/86</u>  |
|--|--|--|
| -developing increased training for staff in areas related to the safety and security in the institutional environment    | 1.11 To continue cooperative training with the Department of Law Enforcement and Institutional Investigators, ensuring adequate investigation of crime with the institution; | 1.11 Federal Bureau of Investigation (FBI) made presentation to executive staff and wardens in October 1985.   |
|  | 1.12 Increase in-service training programs particularly for supervisory personnel on supervisory skills, communication skills;   | 1.12 1,089 supervision staff received in-service training in calendar year 1985.   |
| -planning for new institutional beds, either through conversion of under-utilized State facilities or building new ones. | 1.13 By August, 1985, 814 beds at Shawnee.   | 1.13 1,015 beds; 865 Shawnee and 150 Dixon Springs Work Camp.  |
|  | 1.14 By December, 1985, 900 Beds at Danville with initial placements in September;   | 1.14 672 only; population expansion delayed due to revised phase-in plan. Reached capacity of 896 in March 1986.   |
|  | 1.15 Continue expansion of medium security beds;   | 1.15 Continued expansion at Shawnee, Dixon and opening of Danville will add 1,258 beds.  |
| 2. To continue to develop uniform adult policies and procedures which include a system for monitoring compliance.        | 2.1 During FY86, continue to ensure that Department Rules and Directives are implemented consistently;   | 2.1 To date, Operation and Program Audit findings have been reduced from 579 in FY85 to 275 in FY 86.  |
|  | 2.2 During FY86, ensure that all adult institutions are in compliance in all areas of regulations and procedures evaluated on an annual basis;                               | 2.2 17 institutions audited, the Centralia Correctional Center had no findings.  |
|  | 2.3 Continue to review and recommend necessary changes in DRs and ADs.   | 2.3 Reviewed Sally-port procedures, personal property and incident reports.  |
| 3. To increase programming that increases out-of-cell time.  | 3.1 During FY86, expand Correctional Industry work assignments through expansion of industry products;   | 3.1 At Danville, a new optical plant will add 40 assignments with initial production May, 1986. Additional new products include juice, lemonade, wood furniture, and dry cleaning. |

TABLE 2-4 (Continued)

Adult Institutions  
Goals, Objectives, & Results  
Fiscal Year 1986

| <u>GOALS</u>  | <u>OBJECTIVES</u>  | <u>RESULTS AS OF 06/30/86</u>   |
|---|--|---|
|   | 3.2 During FY86, ensure that the maximum institutions maintain a plan which provides daily out-of-cell time for all inmates in general population; | 3.2 Plans operationalized with most out-of-cell time occurring between 8:00am and 3:00pm; and allowances for structured evening activities. |
|   | 3.3 During FY86, despite an increase in total population, maintain or reduce segregation placements through alternative disciplinary action;       | 3.3 Despite increase in concentration of violent/serious offenders in maximum facilities, segregation levels have been maintained.          |
|   | 3.4 During FY86, increase programming at all facilities where security would not be compromised;   | 3.4 Increased programs at 16 of 18 institutions.  |
|   | 3.5 By December 31, 1985, add 150 inmate assignments through Correctional Industries at Joliet, Dixon, Danville and Menard.                        | 3.5 43 assignments added.   |
|   | 3.6 Expand educational programs for inmates in protective custody at Pontiac, Menard, Joliet, and Stateville.                                      | 3.6 Enrollment increased by 927 full-time students.   |
|   | 3.7 Expand/establish educational/vocational programs at Dixon, Dwight, Jacksonville, Lincoln, and Shawnee.   |   |
| 4. To continue to develop training for identified adult institutional personnel who are being developed for administrative roles. | 4.1 During FY86, provide training to personnel.  | 4.1 Each person has participated in special assignment enhancing operational knowledge.   |
|   | 4.2 During FY86, have them assist in at least one audit at an institution other than the one where they are stationed.                             | 4.2 25 staff have assisted in such audits.  |
| 5. To have available specific "crisis groups" such as Statewide Escape Teams.   | 5.1 During FY86, ensure that two teams are available for immediate response to (crisis) escape situations.   | 5.1 Five teams responded to three emergency situations.   |



TABLE 2-4 (Continued)  
 Adult Institutions  
 Goals, Objectives, & Results  
 Fiscal Year 1986

| <u>GOALS</u>   | <u>OBJECTIVES</u>  | <u>RESULTS AS OF 06/30/86</u>   |
|--|--|---|
| 6. To increase awareness of staff related problems, provide support, and recognize staff achievements by providing specific training and programs. | 6.1 During FY 86, on-site In-Service Stress Training will be provided to all personnel;                                    | 6.1 960 staff have attended 64 sessions offered.  |
|  | 6.2 In FY 86, all adult institutions will implement a physical fitness program for their personnel.                        | 6.2 Programs are established at each facility.  |
|  | 6.3 All adult facilities will continue a program to recognize its staff for years of service and exceptional achievements. | 6.3 1,704 awards were given for years of service and attendance.  |
| 7. To promote family stability for inmates in adult institutions.  | 7.1 In FY 86, a family advocate program will be implemented at Dwight Correctional Center.                                 | 7.1 Program has been implemented providing classes for single-parenting, child-care, and family legal issues. |

TABLE 2-5  
 Adult Institution  
 Goals, Objectives, & Results  
 Fiscal Year 1987

| <u>GOALS</u>  | <u>OBJECTIVES</u>  | <u>RESULTS AS OF 12/31/86</u>   |
|---|--|---|
| 1. With the continuing increase of the adult offender population, to continue to improve the safety and institutional environment for staff and inmates by:<br><br>-classification, assigning appropriate inmates to the various adult institutions;<br><br>-updating, modernizing and repairing existing physical plants;<br><br>-developing increased training for staff in areas related to the safety and security in the institutional environment | 1.1 To conduct emergency call evacuation drills to ensure efficient immediate responses in housing units   | 1.1 Less than four (4) minute response time to weekly drills at all institutions.           |
|   | 1.2 Achieve ACA accreditation for Danville CC, Shawnee CC and Pontiac CC.  | 1.2 Accreditation awarded:<br>Danville CC 11/7/86<br>Shawnee CC 8/9/86<br>Pontiac CC 5/9/86 |
|   | 1.3 To initiate accreditation process for Galesburg Correctional Center.   | 1.3 Correspondent status reached 2/24/87.   |
|   | 1.4 New work release evaluation.   | 1.4 Validation completed. New female instrument was implemented.                            |
|   | 1.5 To complete installation of technical WPC equipment which will speed communication and reporting mechanisms between facilities and general office. | 1.5 18 institutions "on-line"   |
|   | 1.6 Complete new towers at the Menard CC   | 1.6 Completed March, 1986.  |
|   | 1.7 Divide West Cellhouse at Pontiac to improve security and control   | 1.7 Completed April, 1986.  |
|   | 1.8 Begin secondary exits and interior stairways at Stateville   | 1.8 Completed August, 1986.   |
|   | 1.9 To expand specialized training in inmate control.  | 1.9 625 staff members trained as of 12/31/86.   |
|   | 1.10 To expand specialized training in maintaining locking systems.  | 1.10 20 staff trained during FY87 as of 2/4/87.   |

TABLE 2-5 (continued)  
 Adult Institution  
 Goals, Objectives, & Results  
 Fiscal Year 1987

| <u>GOALS</u>   | <u>OBJECTIVES</u>  | <u>RESULTS AS OF 12/31/86</u>   |
|--|--|---|
| -planning for new institutional beds, either through conversion of under-utilized State facilities or building new ones. | 1.11 Increase population at Special Program Unit   | 1.11 167 inmates identified and transferred.  |
|  | 1.12 By June, 1987, 900 Beds at Galesburg with initial placements in October   | 1.12 250 beds filled as of 12/31/86 with delayed phase-in of remaining beds by 6/87.  |
| 2. To continue to develop uniform adult policies and procedures which include a system for monitoring compliance.        | 2.1 During FY'87, continue to ensure that Administrative Rules and Directives are consistently implemented   | 2.1 Monitoring of consistent implementation of Administrative Rules and Directives is achieved through Operation and Program Audits. Results are supported by data on on file in the Operation and Program Audit Unit to be published in an annual report after completion of FY87. |
| 3. To increase programming that increases out-of-cell time.  | 3.1 During FY'87, expand number of inmate work and/or program assignments  | 3.1 Implemented mandatory Adult Basic Education program for inmates with less than a 6th grade reading and math level of achievement.   |
|  | 3.2 During FY'87, expand Correctional Industry assignments through expansion of industry products  | 3.2 To date, new products added during FY'87 include juice products, soap, cleaning and health care items, office systems, lunch meats, and cigarettes.   |
|  | 3.3 During FY'87, ensure that maximum institutions provide daily out-of-cell time for all inmates in general population                                    | 3.3 90% compliance achieved.  |
|  | 3.4 During FY'87, despite an increase in total population, maintain or reduce the number of segregation placements through alternative disciplinary action | 3.4 Segregation placement reduced 5%.   |

TABLE 2-5 (continued)

Adult Institution  
Goals, Objectives, & Results  
Fiscal Year 1987

| <u>GOALS</u>  | <u>OBJECTIVES</u>   | <u>RESULTS AS OF 12/31/86</u>  |
|---|---|--|
|   | 3.5 During FY'87, to continue increasing evening programming at all facilities where security would not be compromised                                    | 3.5 Number of Institutions with evening programs.  |
|   | 3.6 By June, 1987, add 90 inmate assignments through Correctional Industries at Dixon, Danville and Galesburg   | 3.6 100 assignments added; 45 at Dixon, 10 at Danville, and 45 at Galesburg.   |
| 4. To continue to develop training for identified adult institutional personnel who are being developed for administrative roles.   | 4.1 During FY'87, provide career training to identified personnel   | 4.1 Career training provided to 311 identified personnel as of 12/31/86.   |
|   | 4.2 Identify additional in-service staff who demonstrate above-average career potential   | 4.2 25 staff identified.   |
|   | 4.3 Uniformly apply equal employment opportunities at all facilities. Recruit and hire protected classes in those work areas demonstrating specific needs | 4.3 Compliance with Department Affirmative Action goals achieved through monthly, quarterly, and annual reports.   |
| 5. To have available specific "crisis groups" such as Statewide Escape Teams.   | 5.1 During FY'87, ensure that two teams are available for immediate response to escape (crisis) situations  | 5.1 Each adult institution equipped with two teams available for immediate response to crisis situations.  |
| 6. To increase awareness of staff related problems and provide recognition of staff efforts through specific training and programs. | 6.1 During FY'87, provide additional Hostage classes in routine training and Hostage Negotiation classes as specialized training                          | 6.1 68 classes held in hostage-related training as of 12/31/86.  |
|   | 6.2 All adult facilities will continue to recognize staff for years of service and exceptional achievement  | 6.2 By Administrative Directive, each institution has established an annual employee recognition plan which overall recognizes the achievement and success of hundreds of staff members. |

TABLE 2-6

Adult Institution  
Goals, Objectives, & Performance Measures  
Fiscal Year 1988

| <u>GOALS</u>  | <u>OBJECTIVES</u>   | <u>PERFORMANCE MEASURES</u>  |
|---|---|--|
| <p>1. With the continuing increase of the adult offender population, to continue to improve the safety and institutional environment for staff and inmates by:</p> <p>-classification, assigning appropriate inmates to the various adult institutions;</p> <p>-updating, modernizing and repairing existing physical plants;</p> | 1.1 Continue weekly emergency cell evacuation drills to ensure efficient immediate responses in housing units.  | 1.1 Response times of less than four (4) minutes during weekly drills at all adult institutions. |
|   | 1.2 Achieve ACA accreditation for Galesburg Correctional Center.  | 1.2 Date of accreditation award.   |
|   | 1.3 Achieve re-accreditation for Centralia Correctional Center, Dixon Correctional Center, Graham Correctional Center, Jacksonville Correctional Center, Lincoln Correctional Center. | 1.3 Number re-accredited FY '88.   |
|   | 1.4 Evaluate revised classification and re-classification instrument implemented during FY87.   | 1.4 Evaluation completed May 1988.   |
|   | 1.5 Upgrade nine cottages and construct laundry facility at Dwight Correctional Center.   | 1.5 Completed on schedule.   |
|   | 1.6 Construction of multi-purpose building and additional parking lot at Joliet. Also, renovate Administration Building and upgrade utility system.                                   | 1.6 Completed on schedule.   |
|   | 1.7 Complete design of utility system upgrade at Logan Correctional Center.   | 1.7 Completed on schedule.   |
|   | 1.8 Complete upgrade of electrical utility system and renovate sanitary sewer system at Menard Correctional Center. Also, initiate slope failure project.                             | 1.8 Completed on schedule.   |
|   | 1.9 Complete housing unit renovation project at Menard Psychiatric Center.  | 1.9 Completed on schedule.   |

TABLE 2-6 (continued)

Adult Institution  
Goals, Objectives, & Performance Measures  
Fiscal Year 1988

| <u>GOALS</u>   | <u>OBJECTIVES</u>   | <u>PERFORMANCE MEASURES</u>                       |
|--|---|---|
|  | 1.10 Renovate Condemned Unit at Pontiac Correctional Center. Also, complete Program Building, utility upgrade, and dietary renovation. Replace West Cellhouse windows and re-roof North and South Cellhouses. | 1.10 Completed on schedule.                       |
|  | 1.11 Complete new medical unit as well as utility upgrade at Stateville Correctional Center. Also, demolition of Cellhouse E.   | 1.11 Completed on schedule.                       |
| -new institution construction  | 1.12 Begin construction of two 750-bed medium-security facilities. Facility located at Mt. Sterling to be completed July, 1989. Facility located at Canton scheduled for completion December, 1989.           | 1.12 Construction started before December 1987.   |
|  | 1.13 Begin design of third new facility.  | 1.13 Design completed in fiscal year 1988.        |
| -planning for new institutional beds, either through conversion of under-utilized State facilities or building new ones. | 1.14 Conversion of SE cluster at Dixon Correctional Center from existing mental health facility to correctional use and upgrade existing medical unit.  | 1.14 Number of beds added.                        |
|  | 1.15 Phase-in at Galesburg to be completed with completion of fourth housing unit.  | 1.15 Number of beds added                         |
|  | 1.16 Increase population at Special Program Unit.   | 1.16 Number of inmate identified and transferred. |
| -developing increased training for staff in areas related to the safety and security in the institutional environment.   | 1.17 To expand specialized training in inmate control.  | 1.17 Number trained.                              |

TABLE 2-6 (continued)

Adult Institution  
Goals, Objectives, & Performance Measures  
Fiscal Year 1988

| <u>GOALS</u>  | <u>OBJECTIVES</u>   | <u>PERFORMANCE MEASURES</u>                     |
|---|---|---|
| 2. To continue to develop uniform adult policies and procedures which include a system for monitoring compliance.                 | 2.1 During FY'88, continue to ensure that Administrative Rules and Directives are consistently implemented  | 2.1 All institutions audited.                   |
| 3. To increase programming that increases out-of-cell time.   | 3.1 Continue to expand number of inmate work and/or program assignments   | 3.1 Number of assignments added.                |
|   | 3.2 During FY'88, expand Correctional Industry assignments through expansion of industry products including the opening of a metal products factory at Shawnee. | 3.2 Number of new products.                     |
|   | 3.3 Continue to ensure that maximum institutions provide daily out-of-cell time for all inmates in general population   | 3.3 Percent compliance.                         |
|   | 3.4 Despite an increase in total population, continue to maintain or reduce the number of segregation placements through alternative disciplinary action        | 3.4 Percent reduction in segregation placement. |
|   | 3.5 To continue increasing evening programming programming at all facilities where security would not be compromised  | 3.5 Number of programs added.                   |
|   | 3.6 By June, 1987, add 50 inmate assignments through Correctional Industries at Shawnee Correctional Center.  | 3.6 Number of assignments added.                |
| 4. To continue to develop training for identified adult institutional personnel who are being developed for administrative roles. | 4.1 Provide career training to identified personnel.  | 4.1 Number of staff trained.                    |
|   | 4.2 Identify additional in-service staff who demonstrate above-average career potential   | 4.2 Number of staff identified.                 |

TABLE 2-6 (continued)  
 Adult Institution  
 Goals, Objectives, & Performance Measures  
 Fiscal Year 1988

| <u>GOALS</u>  | <u>OBJECTIVES</u>   | <u>PERFORMANCE MEASURES</u>   |
|---|---|---|
|   | 4.3 Uniformly apply equal employment opportunities at all facilities. Recruit and hire protected classes in those work areas demonstrating specific needs                                 | 4.3 Monitor Adult Division compliance with Department Affirmative Action goals. |
| 5. To have available specific "crisis groups" such as Statewide Escape Teams.                                 | 5.1 Continue to ensure that two teams are available for immediate response to escape (crisis) situations  | 5.1 Number of teams responding to crisis situations.                            |
| 6. To increase awareness of staff related problems and provide support and recognition of staff achievements. | 6.1 Continue to provide additional Hostage classes in routine training and Hostage Negotiation classes as specialized training and initiate regionalization of hostage negotiation teams. | 6.1 Number of classes held.   |
|   | 6.2 All adult facilities will continue to recognize staff for years of service and exceptional achievement  | 6.2 Number of staff recognized.   |



Table 2-7  
Adult Population Overview  
End of Fiscal Year

|                             | <u>FY 82</u>  | <u>FY 83</u>  | <u>FY 84</u>  | <u>FY 85</u>  | <u>FY 86</u>  | <u>FY 87*</u> | <u>FY 88*</u>  |
|-----------------------------|---------------|---------------|---------------|---------------|---------------|---------------|----------------|
|                             | <u>Actual</u> | <u>Actual</u> | <u>Actual</u> | <u>Actual</u> | <u>Actual</u> | <u>(est.)</u> | <u>(proj.)</u> |
| <b>Admissions:</b>          |               |               |               |               |               |               |                |
| Court-Felony                | 6,663         | 7,340         | 7,005         | 7,047         | 7,365         | 7,457         | 7,511          |
| Court-Misdemeanant          | 856           | 943           | 23            | 0             | 0             | 0             | 0              |
| Violators with New Sentence | 1,205         | 1,780         | 1,650         | 1,383         | 1,367         | 1,471         | 1,607          |
| Technical Violators         | <u>1,208</u>  | <u>1,440</u>  | <u>1,470</u>  | <u>1,628</u>  | <u>2,088</u>  | <u>2,393</u>  | <u>2,380</u>   |
| TOTAL                       | 9,932         | 11,503        | 10,148        | 10,058        | 10,820        | 11,321        | 11,498         |
| <b>Good Time (Days):</b>    |               |               |               |               |               |               |                |
| MGT Awarded                 | 965,730       | 1,409,439     | 321,457       | 261,187       | 269,974       | 703,623       |                |
| Time Revoked                | 211,718       | 186,621       | 242,185       | 351,572       | 372,523       | 441,358       |                |
| Time Restored               | 101,118       | 75,409        | 70,206        | 89,534        | 79,390        | 128,626       |                |
| <b>Exits</b>                |               |               |               |               |               |               |                |
| MSR                         | 6,748         | 9,450         | 6,194         | 7,763         | 7,968         | 9,519         | 9,617          |
| Parole                      | 1,012         | 522           | 311           | 267           | 300           | *             | *              |
| Discharge/Release           | 1,294         | 1,726         | 737           | 776           | 901           | 1,310         | 1,222          |
| Other                       | <u>8</u>      | <u>17</u>     | <u>28</u>     | <u>22</u>     | <u>55</u>     | <u>45</u>     | <u>37</u>      |
| TOTAL                       | 9,062         | 11,715        | 7,270         | 8,828         | 9,224         | 10,874        | 10,876         |
| <b>Population:</b>          |               |               |               |               |               |               |                |
| Institutions                | 13,154        | 13,310        | 15,857        | 16,897        | 18,453        | 19,055        | 19,677         |
| Community Centers           | <u>803</u>    | <u>425</u>    | <u>692</u>    | <u>752</u>    | <u>731</u>    | <u>726</u>    | <u>726</u>     |
| TOTAL                       | 13,957        | 13,735        | 16,549        | 17,649        | 19,184        | 19,781        | 20,403         |
| <b>Rated Capacity:</b>      |               |               |               |               |               |               |                |
| Institutions                | 13,245        | 13,265        | 15,432        | 17,670        | 18,687        | 19,186        | 19,915         |
| Community Centers           | <u>802</u>    | <u>553</u>    | <u>677</u>    | <u>748</u>    | <u>731</u>    | <u>726</u>    | <u>726</u>     |
| TOTAL                       | 14,047        | 13,818        | 16,109        | 18,418        | 19,418        | 19,912        | 20,641         |

\*Projected - In projected exits, MSR and parole are not separated. The other category for projections also includes other exits, i.e., pardons, other discharges, death, etc.

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Table 2-8  
End of Fiscal Year Adult Population and Rated Capacity  
FY 78 - FY 88

| <u>Fiscal Year</u> | <u>Adult Population</u> |            | <u>Rated</u> |            | <u>Capacity Capacity</u> |
|--------------------|-------------------------|------------|--------------|------------|--------------------------|
|                    | <u>Inst.</u>            | <u>CCC</u> | <u>Inst.</u> | <u>CCC</u> |                          |
| 1978               | 10,594                  | 350        | 11,320       | 416        | 11,736                   |
| 1979               | 10,782                  | 481        | 11,420       | 482        | 11,902                   |
| 1980               | 11,467                  | 635        | 11,395       | 630        | 12,025                   |
| 1981               | 12,465                  | 666        | 12,645       | 802        | 13,447                   |
| 1982               | 13,154                  | 803        | 13,245       | 802        | 14,047                   |
| 1983               | 13,310                  | 425        | 13,265       | 553        | 13,818                   |
| 1984               | 15,857                  | 692        | 15,432       | 677        | 16,109                   |
| 1985               | 16,897                  | 752        | 17,670       | 748        | 18,418                   |
| 1986               | 18,453                  | 731        | 18,687       | 731        | 19,418                   |
| 1987 (Est.)        | 19,055                  | 726        | 19,186       | 726        | 19,912                   |
| 1988 (Proj.)       | 19,677                  | 726        | 19,915       | 726        | 20,641                   |

Table 2-9  
Total Admissions  
FY 78 - FY 88

| <u>Fiscal Year</u> | <u>Felony</u> | <u>Defaulters</u> | <u>Misdemeanor</u> | <u>Total</u> |
|--------------------|---------------|-------------------|--------------------|--------------|
| 1978               | 5,391         | 1,487             | 605                | 7,483        |
| 1979               | 5,310         | 1,731             | 597                | 7,638        |
| 1980               | 6,301         | 2,077             | 644                | 9,022        |
| 1981               | 6,565         | 1,729             | 696                | 8,990        |
| 1982               | 6,663         | 2,413             | 856                | 9,932        |
| 1983               | 7,340         | 3,220             | 943                | 11,503       |
| 1984               | 7,005         | 3,120             | 23                 | 10,148       |
| 1985               | 7,047         | 3,011             | 0                  | 10,058       |
| 1986               | 7,365         | 3,455             | 0                  | 10,820       |
| 1987 (Est.)        | 7,457         | 3,864             | 0                  | 11,321       |
| 1988 (Proj.)       | 7,511         | 3,987             |                    | 11,498       |

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Table 2-10  
Total Exits  
FY 78 - FY 88

| <u>Fiscal Year</u> | <u>Parole</u> | <u>Nondiscretionary</u> | <u>Other</u> | <u>Total</u> |
|--------------------|---------------|-------------------------|--------------|--------------|
| 1978               | 5,440         | 771                     | 1,008        | 7,219        |
| 1979               | 4,243         | 1,843                   | 1,362        | 7,948        |
| 1980               | 3,229         | 3,822                   | 1,431        | 8,482        |
| 1981               | 1,008         | 6,039                   | 1,325        | 8,372        |
| 1982               | 849           | 6,717                   | 1,603        | 9,169        |
| 1983               | 522           | 11,191                  | 42           | 11,755       |
| 1984               | 311           | 6,919                   | 40           | 7,270        |
| 1985               | 267           | 8,512                   | 49           | 8,828        |
| 1986               | 300           | 8,869                   | 55           | 9,224        |
| 1987 (Est.)        | -             | 10,829                  | 45           | 10,874       |
| 1988 (Proj.)       | -             | 10,839                  | 37           | 10,876       |

\*In projected exits, MSR and parole are not separated. Other includes death, pardons, other discharges, etc.

Table 2-11  
 Adult Institution Inmate Profile Comparison  
 End of Fiscal Year

|                               | FY 82         | FY 83         | FY 84         | FY 85         | FY 86         | FY 87             |
|-------------------------------|---------------|---------------|---------------|---------------|---------------|-------------------|
|                               | <u>Actual</u> | <u>Actual</u> | <u>Actual</u> | <u>Actual</u> | <u>Actual</u> | <u>(12/31/86)</u> |
| End of Fiscal Year Population | 13,153        | 13,331        | 15,691        | 16,988        | 18,532        | 18,808            |
| <b>SEX</b>                    |               |               |               |               |               |                   |
| Male                          | 96.6%         | 96.7%         | 97.0%         | 97.1%         | 97.0%         | 96.9%             |
| Female                        | 3.4%          | 3.3%          | 3.0%          | 2.9%          | 3.0%          | 3.1%              |
| <b>RACE</b>                   |               |               |               |               |               |                   |
| White                         | 32.0%         | 32.3%         | 32.2%         | 31.8%         | 32.2%         | 32.2%             |
| Black                         | 61.0%         | 61.0%         | 60.6%         | 60.8%         | 60.0%         | 59.9%             |
| Hispanic                      | 5.8%          | 6.1%          | 6.9%          | 7.3%          | 7.6%          | 7.7%              |
| American Indian               | 0.3%          | 0.2%          | 0.2%          | 0.2%          | 0.2%          | 0.1%              |
| American Asian                | 0.2%          | 0.0%          | 0.0%          | 0.0%          | 0.0%          | 0.0%              |
| Other                         | 0.2%          | 0.4%          | 0.0%          | 0.0%          | 0.0%          | 0.0%              |
| <b>AGE</b>                    |               |               |               |               |               |                   |
| 17 yrs                        | 1.1%          | 0.6%          | 0.5%          | 0.5%          | 0.4%          | 0.4%              |
| 18-20 yrs                     | 13.5%         | 13.3%         | 13.2%         | 12.0%         | 11.2%         | 10.4%             |
| 21-24 yrs                     | 25.3%         | 25.2%         | 24.3%         | 24.0%         | 23.1%         | 22.7%             |
| 25-30 yrs                     | 25.9%         | 30.6%         | 30.6%         | 30.4%         | 30.3%         | 29.7%             |
| 31-40 yrs                     | 24.4%         | 21.6%         | 22.6%         | 23.9%         | 25.6%         | 26.7%             |
| 41-50 yrs                     | 6.8%          | 6.0%          | 6.3%          | 6.7%          | 6.7%          | 7.0%              |
| 51 yrs & older                | 3.0%          | 2.5%          | 2.5%          | 2.5%          | 2.8%          | 3.1%              |
| Unknown                       |               | 0.3%          | 0.0%          | 0.0%          | 0.0%          | 0.0%              |
| <b>CRIME CLASS</b>            |               |               |               |               |               |                   |
| Murder                        | 16.7%         | 16.9%         | 15.7%         | 16.0%         | 16.4%         | 16.9%             |
| Class X                       | 36.2%         | 38.8%         | 35.8%         | 35.6%         | 34.8%         | 35.4%             |
| Class 1                       | 3.8%          | 10.5%         | 13.3%         | 14.9%         | 15.2%         | 15.2%             |
| Class 2                       | 28.7%         | 21.1%         | 23.2%         | 21.3%         | 21.5%         | 21.9%             |
| Class 3                       | 9.6%          | 9.0%          | 9.9%          | 9.9%          | 9.8%          | 8.5%              |
| Class 4                       | 1.3%          | 1.8%          | 1.9%          | 2.2%          | 2.0%          | 1.8%              |
| Misdemeanor                   | 2.5%          | 1.6%          | 0.0%          | 0.0%          | 0.0%          | 0.0%              |
| Offense before 1973           | 0.6%          |               |               |               |               |                   |
| Unknown                       |               | 0.5%          | 0.2%          | 0.3%          | 0.0%          | 0.0%              |

Table 2-12  
 Illinois Department of Corrections  
 Adult Rated Capacity by Security Designation  
 Fiscal Years 1974 through Fiscal Year 1988

| Security Designation                  | FY 74<br>Capacity % | FY 75<br>Capacity % | FY 76<br>Capacity % | FY 77<br>Capacity % | FY 78<br>Capacity % | FY 79<br>Capacity % | FY 80<br>Capacity % |
|---------------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| <b>MAXIMUM:</b>                       |                     |                     |                     |                     |                     |                     |                     |
| Dwight                                | 225                 | 176                 | 220                 | 300                 | 300                 | 300                 | 400                 |
| Joliet                                | 800                 | 800                 | 1,200               | 1,250               | 1,250               | 1,250               | 1,250               |
| Menard                                | 960                 | 1,710               | 2,510               | 2,410               | 2,270               | 2,270               | 2,270               |
| Menard Psych.                         | 500                 | 250                 | 275                 | 300                 | 315                 | 315                 | 315                 |
| Pontiac                               | 950                 | 1,200               | 1,705               | 1,750               | 1,950               | 1,800               | 1,800               |
| Stateville                            | 1,450               | 1,800               | 2,700               | 2,500               | 2,175               | 2,175               | 2,050               |
| Federal                               | ---                 | ---                 | ---                 | ---                 | ---                 | ---                 | ---                 |
| sub-total                             | 4,885 70%           | 5,936 75%           | 8,610 80%           | 8,510 77%           | 8,260 70%           | 8,110 68%           | 8,085 67%           |
| <b>MEDIUM:</b>                        |                     |                     |                     |                     |                     |                     |                     |
| Centralia                             | ---                 | ---                 | ---                 | ---                 | ---                 | ---                 | ---                 |
| Danville                              | ---                 | ---                 | ---                 | ---                 | ---                 | ---                 | ---                 |
| Dixon                                 | ---                 | ---                 | ---                 | ---                 | ---                 | ---                 | ---                 |
| Graham                                | ---                 | ---                 | ---                 | ---                 | ---                 | ---                 | ---                 |
| Galesburg                             | ---                 | ---                 | ---                 | ---                 | ---                 | ---                 | ---                 |
| Logan                                 | ---                 | ---                 | ---                 | ---                 | 750                 | 750                 | 750                 |
| Menard Sp Unit                        | ---                 | ---                 | ---                 | ---                 | ---                 | ---                 | ---                 |
| Pontiac MSU                           | ---                 | ---                 | ---                 | ---                 | ---                 | ---                 | ---                 |
| Shawnee                               | ---                 | ---                 | ---                 | ---                 | ---                 | ---                 | ---                 |
| Sheridan                              | 200                 | 265                 | 285                 | 325                 | 325                 | 425                 | 425                 |
| Vandalia                              | 800                 | 650                 | 690                 | 700                 | 700                 | 700                 | 700                 |
| Other State                           | ---                 | ---                 | ---                 | ---                 | ---                 | ---                 | ---                 |
| sub-total                             | 1,000 14%           | 915 12%             | 975 9%              | 1,025 9%            | 1,775 15%           | 1,875 16%           | 1,875 16%           |
| <b>MINIMUM:</b>                       |                     |                     |                     |                     |                     |                     |                     |
| East Moline                           | ---                 | ---                 | ---                 | ---                 | ---                 | ---                 | ---                 |
| Jacksonville                          | ---                 | ---                 | ---                 | ---                 | ---                 | ---                 | ---                 |
| Lincoln                               | ---                 | ---                 | ---                 | ---                 | ---                 | ---                 | ---                 |
| Vienna                                | 600                 | 508                 | 575                 | 625                 | 685                 | 685                 | 685                 |
| County Jail                           | ---                 | ---                 | ---                 | ---                 | ---                 | ---                 | ---                 |
| sub-total                             | 600 9%              | 508 6%              | 575 5%              | 625 6%              | 685 6%              | 685 6%              | 685 6%              |
| <b>FARM:</b>                          |                     |                     |                     |                     |                     |                     |                     |
| Menard                                | 90                  | 90                  | 90                  | 240                 | 350                 | 350                 | 350                 |
| Pontiac                               | ---                 | ---                 | 50                  | 50                  | 50                  | 200                 | 200                 |
| Stateville                            | 200                 | 200                 | 200                 | 200                 | 200                 | 200                 | 200                 |
| sub-total                             | 290 4%              | 290 4%              | 340 3%              | 490 4%              | 600 5%              | 750 6%              | 750 6%              |
| <b>WORK CAMP:</b>                     |                     |                     |                     |                     |                     |                     |                     |
| Dixon Springs<br>(Shawnee)            | ---                 | ---                 | ---                 | ---                 | ---                 | ---                 | ---                 |
| East Moline #1                        | ---                 | ---                 | ---                 | ---                 | ---                 | ---                 | ---                 |
| East Moline #2                        | ---                 | ---                 | ---                 | ---                 | ---                 | ---                 | ---                 |
| Hanna City<br>(Logan)                 | ---                 | ---                 | ---                 | ---                 | ---                 | ---                 | ---                 |
| Hardin County<br>(Vienna)             | ---                 | ---                 | ---                 | ---                 | ---                 | ---                 | ---                 |
| Springfield<br>(Lincoln)              | ---                 | ---                 | ---                 | ---                 | ---                 | ---                 | ---                 |
| Vandalia                              | ---                 | ---                 | ---                 | ---                 | ---                 | ---                 | ---                 |
| sub-total                             | 0 0%                | 0 0%                | 0 0%                | 0 0%                | 0 0%                | 0 0%                | 0 0%                |
| <b>INSTITUTION TOTAL</b>              | <b>6,775 97%</b>    | <b>7,649 97%</b>    | <b>10,500 97%</b>   | <b>10,650 97%</b>   | <b>11,320 96%</b>   | <b>11,420 96%</b>   | <b>11,395 95%</b>   |
| <b>COMMUNITY CENTER</b>               | <b>228 3%</b>       | <b>228 3%</b>       | <b>312 3%</b>       | <b>385 3%</b>       | <b>416 4%</b>       | <b>482 4%</b>       | <b>630 5%</b>       |
| <b>TOTAL ADULT<br/>RATED CAPACITY</b> | <b>7,003 100%</b>   | <b>7,877 100%</b>   | <b>10,812 100%</b>  | <b>11,035 100%</b>  | <b>11,736 100%</b>  | <b>11,902 100%</b>  | <b>12,025 100%</b>  |

Table 2-12  
 Illinois Department of Corrections  
 Adult Rated Capacity by Security Designation  
 Fiscal Years 1974 through Fiscal Year 1988

| FY 81<br>Capacity % | FY 82<br>Capacity % | FY 83<br>Capacity % | FY 84<br>Capacity % | FY 85<br>Capacity % | FY 86<br>Capacity % | FY 87<br>Capacity % | FY 88<br>Capacity % | Security<br>Designation    |      |        |      |        |      |        |      |                               |
|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|----------------------------|------|--------|------|--------|------|--------|------|-------------------------------|
| MAXIMUM:            |                     |                     |                     |                     |                     |                     |                     |                            |      |        |      |        |      |        |      |                               |
| 400                 | 400                 | 400                 | 400                 | 496                 | 496                 | 444                 | 496                 | Dwight                     |      |        |      |        |      |        |      |                               |
| 1,250               | 1,250               | 1,250               | 1,340               | 1,340               | 1,180               | 1,180               | 1,340               | Joliet                     |      |        |      |        |      |        |      |                               |
| 2,280               | 2,280               | 2,280               | 2,280               | 2,280               | 2,280               | 2,280               | 2,280               | Menard                     |      |        |      |        |      |        |      |                               |
| 315                 | 315                 | 315                 | 315                 | 315                 | 315                 | 315                 | 315                 | Menard Psych.              |      |        |      |        |      |        |      |                               |
| 1,700               | 1,700               | 1,700               | 1,700               | 1,700               | 1,700               | 1,700               | 1,700               | Pontiac                    |      |        |      |        |      |        |      |                               |
| 2,050               | 2,050               | 2,050               | 2,050               | 2,050               | 2,050               | 1,800               | 1,800               | Stateville                 |      |        |      |        |      |        |      |                               |
| ---                 | ---                 | ---                 | 6                   | 7                   | 6                   | 6                   | 7                   | Federal                    |      |        |      |        |      |        |      |                               |
| 7,995               | 59%                 | 7,995               | 57%                 | 7,995               | 58%                 | 8,091               | 50%                 | 8,188                      | 44%  | 8,027  | 41%  | 7,725  | 39%  | 7,938  | 38%  | sub-total                     |
| MEDIUM:             |                     |                     |                     |                     |                     |                     |                     |                            |      |        |      |        |      |        |      |                               |
| 600                 | 750                 | 750                 | 950                 | 950                 | 950                 | 950                 | 950                 | Centralla                  |      |        |      |        |      |        |      |                               |
| ---                 | ---                 | ---                 | ---                 | ---                 | 896                 | 896                 | 896                 | Danville                   |      |        |      |        |      |        |      |                               |
| ---                 | ---                 | 0                   | 154                 | 582                 | 806                 | 858                 | 987                 | Dixon                      |      |        |      |        |      |        |      |                               |
| 450                 | 750                 | 750                 | 950                 | 950                 | 950                 | 950                 | 950                 | Graham                     |      |        |      |        |      |        |      |                               |
| ---                 | ---                 | ---                 | ---                 | ---                 | ---                 | 728                 | 896                 | Galesburg                  |      |        |      |        |      |        |      |                               |
| 750                 | 750                 | 750                 | 850                 | 850                 | 850                 | 850                 | 850                 | Logan                      |      |        |      |        |      |        |      |                               |
| 250                 | 250                 | 250                 | 250                 | 250                 | 250                 | 250                 | 250                 | Menard Sp Unit             |      |        |      |        |      |        |      |                               |
| 300                 | 300                 | 300                 | 300                 | 300                 | 300                 | 300                 | 300                 | Pontiac MSU                |      |        |      |        |      |        |      |                               |
| ---                 | ---                 | ---                 | ---                 | 836                 | 896                 | 896                 | 896                 | Shawnee                    |      |        |      |        |      |        |      |                               |
| 425                 | 425                 | 425                 | 625                 | 750                 | 750                 | 750                 | 750                 | Sheridan                   |      |        |      |        |      |        |      |                               |
| 700                 | 700                 | 700                 | 700                 | 700                 | 700                 | 700                 | 700                 | Vandalia                   |      |        |      |        |      |        |      |                               |
| ---                 | ---                 | ---                 | 12                  | 0                   | 0                   | 0                   | 0                   | Other State                |      |        |      |        |      |        |      |                               |
| 3,475               | 26%                 | 3,925               | 28%                 | 3,925               | 28%                 | 4,791               | 30%                 | 6,168                      | 33%  | 7,348  | 38%  | 8,128  | 41%  | 8,425  | 42%  | sub-total                     |
| MINIMUM:            |                     |                     |                     |                     |                     |                     |                     |                            |      |        |      |        |      |        |      |                               |
| 50                  | 200                 | 200                 | 568                 | 568                 | 568                 | 568                 | 688                 | East Moline                |      |        |      |        |      |        |      |                               |
| ---                 | ---                 | ---                 | 150                 | 500                 | 500                 | 500                 | 500                 | Jacksonville               |      |        |      |        |      |        |      |                               |
| ---                 | ---                 | ---                 | 150                 | 500                 | 500                 | 500                 | 500                 | Lincoln                    |      |        |      |        |      |        |      |                               |
| 685                 | 685                 | 685                 | 685                 | 685                 | 685                 | 685                 | 685                 | Vienna                     |      |        |      |        |      |        |      |                               |
| ---                 | ---                 | ---                 | 79                  | 43                  | 41                  | 50                  | ---                 | County Jail                |      |        |      |        |      |        |      |                               |
| 735                 | 5%                  | 885                 | 6%                  | 885                 | 6%                  | 1,632               | 10%                 | 2,296                      | 12%  | 2,294  | 12%  | 2,303  | 11%  | 2,373  | 11%  | sub-total                     |
| FARM:               |                     |                     |                     |                     |                     |                     |                     |                            |      |        |      |        |      |        |      |                               |
| 90                  | 90                  | 90                  | 90                  | 90                  | 90                  | 90                  | 90                  | Menard                     |      |        |      |        |      |        |      |                               |
| ---                 | ---                 | ---                 | ---                 | ---                 | ---                 | ---                 | ---                 | Pontiac                    |      |        |      |        |      |        |      |                               |
| 200                 | 200                 | 200                 | 200                 | 200                 | 200                 | 200                 | 200                 | Stateville                 |      |        |      |        |      |        |      |                               |
| 290                 | 2%                  | 290                 | 2%                  | 290                 | 2%                  | 290                 | 2%                  | 290                        | 2%   | 290    | 1%   | 290    | 1%   | 290    | 1%   | sub-total                     |
| WORK CAMP:          |                     |                     |                     |                     |                     |                     |                     |                            |      |        |      |        |      |        |      |                               |
| ---                 | ---                 | ---                 | 150                 | 150                 | 150                 | 150                 | 150                 | Dixon Springs<br>(Shawnee) |      |        |      |        |      |        |      |                               |
| ---                 | ---                 | 20                  | 60                  | 60                  | 60                  | 60                  | ---                 | East Moline #1             |      |        |      |        |      |        |      |                               |
| ---                 | ---                 | ---                 | 60                  | 60                  | 60                  | 60                  | ---                 | East Moline #2             |      |        |      |        |      |        |      |                               |
| ---                 | ---                 | ---                 | 100                 | 200                 | 200                 | 200                 | 200                 | Hanna City<br>(Logan)      |      |        |      |        |      |        |      |                               |
| 50                  | 50                  | 50                  | 150                 | 150                 | 150                 | 150                 | ---                 | Hardin County<br>(Vienna)  |      |        |      |        |      |        |      |                               |
| 50                  | 50                  | 50                  | 58                  | 58                  | 58                  | 58                  | 58                  | Springfield<br>(Lincoln)   |      |        |      |        |      |        |      |                               |
| 50                  | 50                  | 50                  | 50                  | 50                  | 50                  | 50                  | ---                 | Vandalia                   |      |        |      |        |      |        |      |                               |
| 150                 | 1%                  | 150                 | 1%                  | 170                 | 1%                  | 628                 | 4%                  | 728                        | 4%   | 728    | 4%   | 728    | 4%   | 408    | 4%   | sub-total                     |
| 12,645              | 94%                 | 13,245              | 94%                 | 13,265              | 96%                 | 15,432              | 96%                 | 17,670                     | 96%  | 18,687 | 96%  | 19,174 | 96%  | 19,434 | 96%  | INST. TOTAL                   |
| 802                 | 6%                  | 802                 | 6%                  | 553                 | 4%                  | 677                 | 4%                  | 748                        | 4%   | 731    | 4%   | 726    | 4%   | 602    | 4%   | COMM. CENTER                  |
| 13,447              | 100%                | 14,047              | 100%                | 13,818              | 100%                | 16,109              | 100%                | 18,418                     | 100% | 19,418 | 100% | 19,900 | 100% | 20,036 | 100% | TOTAL ADULT<br>RATED CAPACITY |

Illinois Department of Corrections-Human Services Plan  
Chapter 2

Table 2-13

Program Services Data

|                                   | <u>FY 86</u><br><u>Actual</u> | <u>FY 87</u><br><u>Estimated</u> | <u>FY 88</u><br><u>Projected</u> |
|-----------------------------------|-------------------------------|----------------------------------|----------------------------------|
| <u>ADULT INSTITUTIONS/CENTERS</u> |                               |                                  |                                  |
| Expenditures & Appropriations     | \$289,874.0                   | \$310,773.0                      | \$335,576.7                      |
| Inmates (Avg. Daily Pop.)         | 18,423                        | 19,462                           | 20,074                           |
| Total Number of Staff (EOY)       | 8,095                         | 8,429                            | 8,608                            |
| Performance Indicator:            |                               |                                  |                                  |
| Cost/Average Daily Population     | \$15,734                      | \$15,968                         | \$16,717                         |
| <u>ADULT INSTITUTIONS</u>         |                               |                                  |                                  |
| Expenditures & Appropriations     | \$279,033.6                   | \$300,041.9                      | \$324,385.9                      |
| Inmates (Avg. Daily Pop.)         | 17,692                        | 18,736                           | 19,348                           |
| Total Number of Staff (EOY)       | 7,916                         | 8,249                            | 8,428                            |
| Total No. of Security Staff (EOY) | 5,526                         | 5,837                            | 5,982                            |
| Performance Indicators:           |                               |                                  |                                  |
| Cost/Average Daily Population     | \$15,772                      | \$16,014                         | \$16,766                         |
| Cost/Service Areas                |                               |                                  |                                  |
| Security                          | \$7,567                       | \$7,596                          | \$7,994                          |
| Clinic                            | \$630                         | \$638                            | \$676                            |
| Medical                           | \$1,485                       | \$1,576                          | \$1,675                          |
| Total Staff/Inmate Ratio          | 0.447                         | 0.440                            | 0.436                            |
| Security Staff/Inmate Ratio       | 0.312                         | 0.366                            | 0.309                            |

(Dollars in thousands)

Figure 2-2

Illinois Department of Corrections  
*Community Services Division*

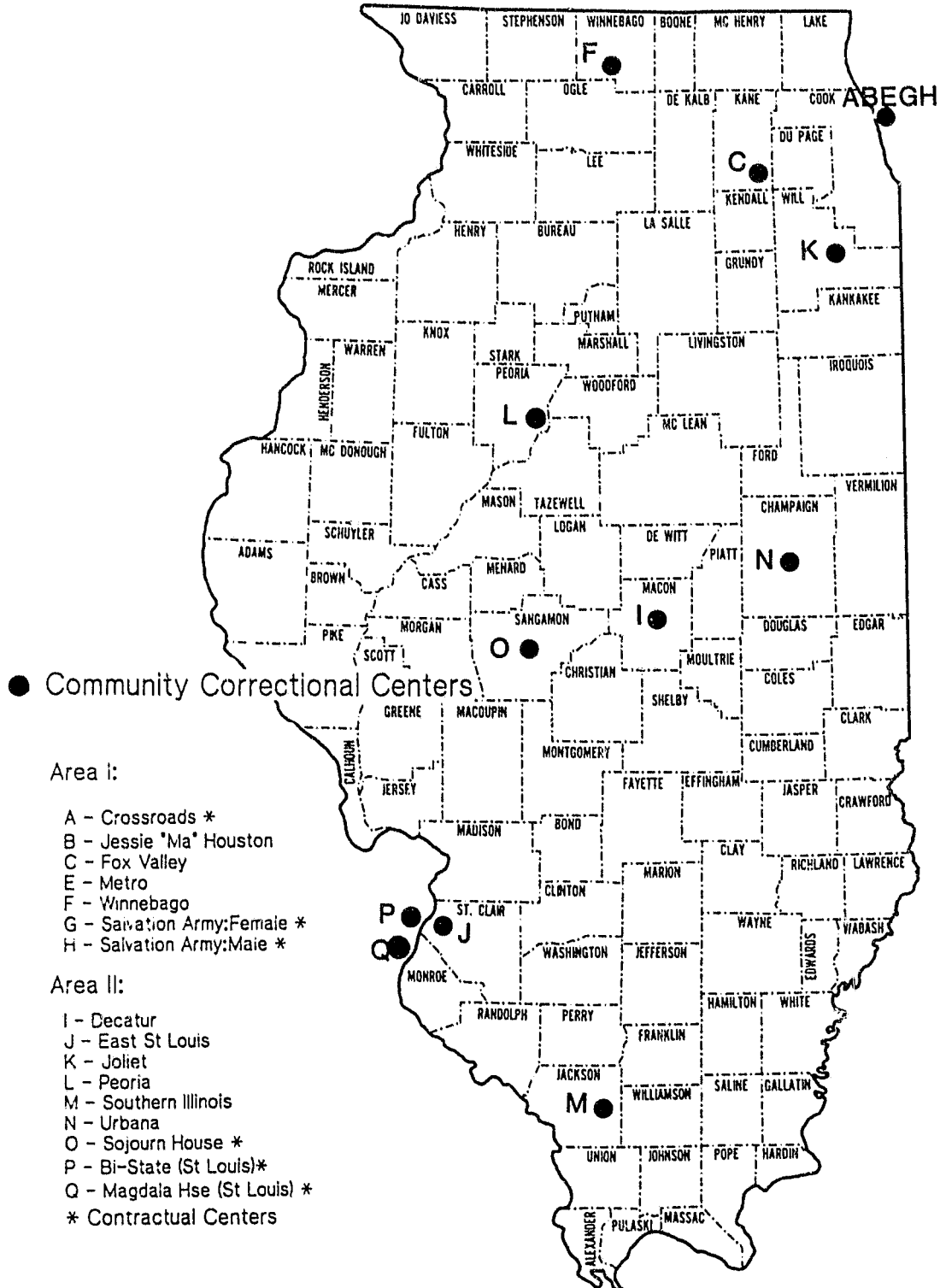




TABLE 2-14

Community Correctional Centers  
Goals, Objectives, & Results  
Fiscal Year 1986

| <u>GOALS</u>   | <u>OBJECTIVES</u>  | <u>RESULTS AS OF 06/30/86</u>   |
|--|--|---|
| 1. To identify the lowest risk inmate for a CCC transfer, instituted by an offender-based classification system. | 1.1 Implement a validated classification system which selects lowest risk inmates based on individual profile and needs.   | 1.1a Residents with poor adjustment are returned to an adult institution. The average number has increased from 55 in fiscal year 1984 to 63 in fiscal year 1986. |
|  |  | 1.1b Offender-based female system was implemented on 1/14/86. The implementation of the male system delayed until further study.                                  |
|  | 1.2 Review the level system due to anticipated longer stay for residents.  | 1.2 Revision of level system was deferred until fiscal year 1987.   |
| 2. Increase consistency among CCC's through the enforcement of policies and procedures.                          | 2.1 Change Procedures Manuals to Administrative Directives for consistent policy enforcement and formal revisions.   | 2.1 Procedures manuals have been converted to Administrative Directives.  |
|  | 2.2 Increase staff awareness of proper procedures through effective divisional communication.  | 2.2 Administrative Directive changes were communicated to staff at staff meetings.  |
|  | 2.3 Modify training curriculum to address consistent procedures.   | 2.3 Training curriculum modified.   |
| 3. Increase beneficial resident programming.   | 3.1 Maintain a high level of appropriate resident program activity, especially long-term, career-oriented employment during CCC stay and after release to the community. | 3.1a The percentage of residents involved in full-time activity averaged in excess of 90% throughout fiscal years 1986.   |

TABLE 2-14 (continued)  
 Community Correctional Centers  
 Goals, Objectives, & Results  
 Fiscal Year 1986

| <u>GOALS</u>   | <u>OBJECTIVES</u>  | <u>RESULTS AS OF 06/30/86</u>   |
|--|--|---|
|  |  | 3.1b The percentage of residents employed increased from under 70% in fiscal year 1985 to nearly 80% at the end of fiscal year 1986. The percentage participating in educational and vocational training programs has remained near 20%.  |
|  | 3.2 Assist residents to obtain additional financial assistance for higher education. | 3.2 Number of residents in college and post-graduate educational programs has increased.  |
| 4. Increase job retention for employed residents.  | 4.1 Increase counseling of employed residents by CCC staff.                          | 4.1a The average time employed during CCC stay has increased, averaging 5 months of a normal 9 month stay.<br><br>4.1b The percentage of residents who remain employed after release has increased from 40 per month in the last 6 months of fiscal year 1985 to over 50 in fiscal year 1986. |
|  | 4.2 Modify contractual employment services to expand employment retention.           | 4.2 The average time employed during the CCC stay has increased, averaging 5 months of a normal 9 month stay.   |
| 5. Increase the average wage of competitive employment and, therefore in the quality of jobs obtained. | 5.1 Increase vocational skills of all residents, relative to their individual needs. | 5.1 The number of hours of vocational training has increased.   |
|  | 5.2 Assist residents obtain higher paying jobs.                                      | 5.2 The average wage per employed resident has increased.   |
|  | 5.3 Assist employed residents to secure better long-term, career-oriented positions. | 5.3 Efforts to increase the number of new positions obtained in career-oriented fields were initiated in fiscal year 1986.  |

TABLE 2-14 (continued)  
 Community Correctional Centers  
 Goals, Objectives, & Results  
 Fiscal Year 1986

| <u>GOALS</u>  | <u>OBJECTIVES</u>   | <u>RESULTS AS OF 06/30/86</u>   |
|---|---|---|
| 6. Increase the amount of money residents have saved when they leave center programming.          | 6.1 Educate residents in skills related to money management.                                  | 6.1 The average amount of money saved has increased. Lifeskills programming will be put into effect in December, 1986. All residents must participate in the Lifeskill program. |
|   | 6.2 Have staff conform to a consistent policy for allowing residents to save and spend money. | 6.2 Improved money management has been demonstrated through increased average amount of money saved when the resident leaves the center.  |
| 7. To maintain accreditation status for centers with Commission on Accreditation for Corrections. | 7.1 To attain reaccreditation for centers on schedule.  | 7.1 Fox Valley CCC attained reaccreditation with 100% compliance.   |

TABLE 2-15

Community Correctional Centers  
Goals, Objectives, & Results  
Fiscal Year 1987

| <u>GOALS</u>  | <u>OBJECTIVES</u>  | <u>RESULTS AS OF 12/31/86</u>   |
|---|--|---|
| <p>1. Protection of the public by ensuring that lowest risk inmates are selected for participation in the CCC program and that privileges are granted responsibly after entry into the program.</p> | <p>1.1 Implement an offender-based classification system identifying the most appropriate candidates for CCC transfer based on individual risks and needs.</p> | <p>1.1a The new female offender-based CCC classification instrument was validated and implemented in February, 1986. Initial review of validity will be conducted in May, 1987.</p> |
|   |  | <p>1.1b The new male offender-based CCC classification instrument was validated and will be ready for implementation on July 1, 1987.</p>   |
|   |  | <p>1.1c Purely offense-based female denials were reduced with more long term exceptions being approved for placement in a community center.</p>                                     |
|   |  | <p>1.1d The number of CCC violations were reduced from 81 in July, 1985 to 58 in December, 1986.</p>  |
|   | <p>1.2 Review the level system due to anticipated longer stays for residents.</p>  | <p>1.2a A new five-step level system, which will allow for a more gradual community reintegration process, will be in effect before December, 1987.</p>                             |
|   |  | <p>1.2b Overall, the number of CCC violations have been reduced from an average of 62 per month in fiscal year 1985 to 61 in fiscal year 1987.</p>                                  |
| <p>2. Achieve compliance of CCCs with statutes, Administrative Directives and Department Rules.</p>   | <p>2. Improve staff awareness of and compliance with proper procedures.</p>  | <p>2.1a There has been over a 50% reduction in the number of findings from OPA OPA audits and management reviews related to staff practices.</p>                                    |

TABLE 2-15 (continued)  
Community Correctional Centers  
Goals, Objectives, & Results  
Fiscal Year 1987

GOALS

OBJECTIVES

RESULTS AS OF 12/31/86

3. Preparation of residents for crime-free behavior after release by addressing needs of residents which impact crime-free behavior.

3.1 Provide education for residents in need, including ABE, GED, Lifeskills, and higher education as appropriate for each resident.

3.2 Provide training for career-oriented and in-demand employment to those residents in need of these skills.

2.1b All training curricula were developed to address stipulations in Administrative Directives specifically related to each staff's job at the center. Individual specialized training was provided for coordinators of tasks such as fire plan, safety and sanitation, and emergency situations.

3.1a Over 200 residents, 10% of all residents served in fiscal year 1987, received their GED while a resident of a community correctional center.

3.1b Over 45 residents were involved in Adult Basic Education. Most residents, however, have the equivalent education before they start the CCC program. All residents participate in the Lifeskills Program.

3.1c The percentage of residents involved in full-time study has remained over 90% in fiscal year 1987.

3.2a Approximately 150 residents were involved in vocational training which would lead to specific career-oriented employment.

3.2b Some centers report that over 90% of the residents who left the program to community supervision were employed.

TABLE 2-15 (continued)

Community Correctional Centers  
Goals, Objectives, & Results  
Fiscal Year 1987

GOALS

OBJECTIVES

RESULTS AS OF 12/31/86

- |     |   |      |  |
|-----|---|------|--|
| 3.3 | Place residents in long-term career-oriented employment.  | 3.2c | The percentage of residents involved in full-time activity at a center has increased from 91% at the beginning of fiscal year 1987 to 95% by December, 1986. |
| 3.4 | Improve the linkage between institutional education and training programs and CCC employment.                         | 3.3a | The residents' length of employment averaged 5 months, with many residents employed at release.  |
| 3.5 | Modify contractual employment services to promote employment retention and concentrate on career-oriented employment. | 3.3b | Some centers report that over 90% of the residents who left the program to community supervision were employed.  |
| 3.6 | Maximize the utilization of other community resources, where available and appropriate.                               | 3.3c | The percentage of residents involved in full-time activity at a center has increased from 91% in July, 1986 to 95% by December, 1986.                        |
|     |   | 3.4  | Nearly 100 residents in fiscal year 1987 obtained jobs in fields relating to skills gained in institutional education and training programs.                 |
|     |   | 3.5  | Contracts with employment vendors were similar to those developed in fiscal year 1986.   |
|     |   | 3.6a | Nearly 900 residents, 43% of residents served in fiscal year 1987, registered for services provided by JTPA and Illinois Job Service.                        |
|     |   | 3.6b | With the assistance of JTPA, 28 residents received a GED at Urbana CCC.  |

TABLE 2-15 (continued)

Community Correctional Centers  
Goals, Objectives, & Results  
Fiscal Year 1987

| <u>GOALS</u>                                      | <u>OBJECTIVES</u>   | <u>RESULTS AS OF 12/31/86</u>   |
|---|---|---|
| 4. Increase money management skills of residents. | 4.1 Education of residents in money management skills.                          | 3.6c Job Service staff are available to assist residents at most centers.   |
|   | 4.2 Maximize amount of money saved by residents when they exit the CCC program. | 4.1 Lifeskills Program was implemented in December, 1986. All residents must participate in this program, which includes money management training. |
|   |   | 4.2 The residents averaged \$750 saved when they exited the CCC program.  |

TABLE 2-16

Community Correctional Centers  
Goals, Objectives, & Performance Measures  
Fiscal Year 1988

| <u>GOALS</u>  | <u>OBJECTIVES</u>  | <u>PERFORMANCE MEASURES</u>  |
|---|--|--|
| 1. Improve the overall quality of life at CCCs to better prepare our residents to be a positive influence, supportive and contributing member of their families, as well as of the community to which they will return. | 1.1 Increase quality of programs and maintain program activity.                                      | 1.1a Percent in full time programming reported on weekly program reports.<br>1.1b Turnover rate of employers.<br>1.1c Successful completion rate of residents in training programs.<br>1.1d Average salaries reported.   |
|   | 1.2 Develop and improve upon the mother/child relationship among all female residents with children. | 1.2a Development of programs which bring children to the facilities and the mothers to the children at home and neutral sites to share important events and otherwise develop a bonding relationship.<br>1.2b Development of parenting seminars/classes.<br>1.2c Increase in number of female inmates requesting transfer to a CCC to participate in mother-child programming. |
|   | 1.3 Decrease the rate at which residents are unsuccessfully terminated from programs.                | 1.3a Decrease in the percentage of unsuccessful terminations.<br>1.3b Increase in the use of alternative disciplinary measures.<br>1.3c Increase in direct contact between high risk residents and their counselors.<br>1.3d Evaluation of Female Classification System.<br>1.3e Implementation of Male Classification System.   |



TABLE 2-16

Community Correctional Centers  
Goals, Objectives, & Performance Measures  
Fiscal Year 1988

| <u>GOALS</u>  | <u>OBJECTIVES</u>   | <u>PERFORMANCE MEASURES</u>   |
|---|---|---|
|   | <p>1.4 Increase staff awareness and understanding of Divisional goals, objectives and expectations.</p> <p>1.5 Eliminate any desire for residents to use illicit drugs or alcohol to the extent at which it has a negative influence on their life.</p> | <p>1.4 Specific and relevant individual goals and objectives established and reviewed at least quarterly.</p> <p>1.5a Increased participation in alcohol and innovative drug programs for all residents who have demonstrated problems.</p> <p>1.5b Decrease in the number of positive urine drops.</p> <p>1.5c Decrease in the number of incidents where drugs are found in the facility.</p> <p>1.5d Decrease in the number of drug/alcohol-related incidents.</p> <p>1.5e Percentage of residents in need of drug treatment and receiving services.</p> <p>1.5f Percentage of residents in need of alcohol treatment and receiving services.</p> |
| <p>2. Continued preparation of residents for crime-free behavior after release by addressing needs of residents which impact crime-free behavior.</p> | <p>2.1 Provide education for residents in need, including ABE, GED, Lifeskills, and higher education as appropriate for each resident.</p>  | <p>2.1a Percentage of residents who do not have a GED prior to incarceration and receive one during the CCC stay.</p> <p>2.1b Percentage of residents who need ABE and are involved in such study during CCC stay.</p> <p>2.1c Percentage of residents who need ABE and progress to higher educational levels during CCC stay.</p>  |

TABLE 2-16

Community Correctional Centers  
Goals, Objectives, & Performance Measures  
Fiscal Year 1988

GOALS

OBJECTIVES

PERFORMANCE MEASURES

- |     |   |   |
|-----|---|---|
|     |   | 2.1d Full participation in Lifeskills Program.  |
|     |   | 2.1e Maintenance of 90% of residents involved in full-time study.   |
|     |   | 2.1f Number of residents who are involved in higher academic education during CCC stay.   |
|     |   | 2.1g Percentage of residents involved in higher education who complete coursework or remain enrolled at time of release to community supervision.             |
|     |   | 2.1h Percentage of residents involved in higher education who receive a degree.   |
| 2.2 | Provide training for career-oriented and in-demand employment to those residents in need of these skills. | 2.2a Percentage of residents in need of vocational training who enrolled in such training programs.   |
|     |   | 2.2b Percentage of residents who were enrolled in such training programs and completed them or remained enrolled at time of release to community supervision. |
|     |   | 2.2c Percentage of residents who were enrolled in such training and obtained employment related to training received.   |
| 2.3 | Place residents in long-term career-oriented employment.  | 2.3a Average length of employment at a single job during CCC stay.  |

TABLE 2-16  
 Community Correctional Centers  
 Goals, Objectives, & Performance Measures  
 Fiscal Year 1988

GOALS

OBJECTIVES

PERFORMANCE MEASURES

- |     |   |      |  |
|-----|---|------|--|
| 2.4 | improve linkage between institutional training programs and CCC employment.   | 2.3b | Average length of employment at a single job during CCC stay compared to average length of stay at the CCC.  |
|     |   | 2.3c | Number of residents employed at time of release to community supervision.  |
|     |   | 2.4a | Percentage of residents who were involved in training programs in the institution and continued same or similar training during CCC stay.          |
|     |   | 2.4b | Number of residents who received training in the institutions and obtained directly-related job placements during CCC stay.                        |
| 2.5 | Modify contractual employment services and Project 7B services to promote employment retention and concentrate on career-oriented employment. | 2.5a | Number of job placements which were obtained through such services.  |
|     |   | 2.5b | Average length of employment on a single job for those placements obtained through such services.  |
|     |   | 2.5c | Average length of employment on a single job for those placements obtained through such services as compared to average length of stay at the CCC. |

TABLE 2-16

Community Correctional Centers  
Goals, Objectives, & Performance Measures  
Fiscal Year 1988

GOALS

OBJECTIVES

PERFORMANCE MEASURES

|  |   |  |
|--|---|--|
|  | <p>2.6 Maximize the utilization of other community resources where available and appropriate.</p> | <p>2.6a Number of residents referred to JTPA.</p> <p>2.6b Number of residents referred to JTPA and receiving</p> <ol style="list-style-type: none"> <li>1. Workshops</li> <li>2. OJT placements</li> <li>3. Training assistance</li> <li>4. Educational assistance.</li> </ol> <p>2.6c Number of residents obtaining job placements through other community resources.</p> <p>2.6d Percentage of residents in need of drug treatment who received services.</p> <p>2.6e Percentage of residents in need of alcohol treatment who received services.</p> <p>2.6f Percentage of residents in need of mental health services who received such services in the community.</p> <p>2.6g Identification and use of other community resources as appropriate.</p> |
| <p>3. Increase money management skills of residents.</p> | <p>3.1 Education of residents in money management skills.</p>                                     | <p>3.1a Percentage of residents' budget devoted to essential expenditures (e.g., public aid, family support, transportation, work clothing, education expenses, etc.)</p> <p>3.1b Percentage of resident's income devoted to savings.</p>  |

TABLE 2-16

Community Correctional Centers  
Goals, Objectives, & Performance Measures  
Fiscal Year 1988

| <u>GOALS</u>   | <u>OBJECTIVES</u>   | <u>PERFORMANCE MEASURES</u>  |
|--|---|--|
| 4. Increase both operational and programmatic compliance with all Department Rules, Administrative Directives and Standards. | 3.2 Maximize amount of money saved by residents when they exit the CCC program.     | 3.1c Percentage of resident's income devoted to allowance and leave expenses.  |
|  | 3.3 Increase motivation to improve money management and spending priority skills.   | 3.2 Average money saved by residents upon release, including monies spent for initial living expenses during the resident's last 60 days before release. |
|  | 4.1 Improve staff awareness of proper procedures and acceptable achievement levels. | 3.3a 100% participation in Lifeskills Program.   |
|  | 4.2 Increase staff participation in internal audits.                                | 3.3b Development of individual goals by residents with counselors.   |
|  |   | 3.3c Amount of money reported saved by residents upon release.   |
|  |   | 4.1a Positive system checks.   |
|  | 4.1b Effective quarterly performance reviews.                                       | 4.1c Further reduction in the number of findings related to staff practices, OPA audits and management review.   |
|  |   | 4.1d Further development of employee training plans to provide for education of staff in procedures.   |
|  |   | 4.2 Internal audit schedules and reports.  |

Illinois Department of Corrections-Human Services Plan  
Chapter 2

Table 2-17  
Program Services Data

|                                  | <u>FY 86</u><br><u>Actual</u> | <u>FY 87</u><br><u>Estimated</u> | <u>FY 88</u><br><u>Projected</u> |
|----------------------------------|-------------------------------|----------------------------------|----------------------------------|
| <u>COMMUNITY CENTERS</u>         |                               |                                  |                                  |
| Expenditures & Appropriations    | \$10,840.4                    | \$10,731.1                       | \$11,190.8                       |
| Less Room & Bd. Pd. by Residents | \$400.4                       | \$421.4                          | \$431.9                          |
| Total                            | \$10,440.4                    | \$10,309.7                       | \$10,758.9                       |
| Residents (Avg. Daily Pop.)      | 773                           | 726                              | 726                              |
| Residents- Total Number Served   | 2,208                         | 2,032                            | 1,634                            |
| Total Number of Staff (EOY)      | 179                           | 180                              | 180                              |
| Performance Indicators:          |                               |                                  |                                  |
| Cost/Average Daily Population    | \$14,830                      | \$14,781                         | \$15,414                         |
| *Cost/Number Inmates Served      | \$4,728                       | \$5,074                          | \$6,584                          |

\*This cost figure is calculated by taking the Net Expenditures and Appropriations (expenditures and appropriations minus room and board) for the fiscal year and dividing by the total number of recipients receiving Community Correctional Center services during the fiscal year.

# *Chapter 3*

## *Community*

## *Supervision*

IMPROVING THE EFFECTIVENESS OF COMMUNITY SUPERVISION  
THROUGH BETTER USE OF RESOURCES

Issue Definition

There has been a rapid increase in the supervision population. The issue facing the Community Services Division is how to effectively manage increasing workloads while continuing to strive for a high level of public safety.

Background

A 1979 study identified the most effective supervision strategies. The study resulted in the implementation of a Parole Classification and Workload Management System during 1981. This system determined the releasee's level of risk to the community and need for special services. Based on this determination, a high, medium or low supervision level strategy was used. This allowed an equitable workload to be established while maximizing each agent's use of time and paperwork.

Between May 1984 and March 1986, operating procedures required agents to submit supervision discharge recommendations to the Prisoner Review Board. This was done any time a releasee scored low on supervision classification and had served half the mandated supervision term. This policy minimized the required supervision time of the lowest risk releasee. This policy changed over time, no longer requiring early recommendation, resulting in a 75% decrease in cases early discharged by Prisoner Review Board order. The following table illustrates the effects of the policy change over time.

Table 3-1

Effects of Policy Change on Board Ordered Discharges

|  | <u>FY 83</u><br><u>Actual</u> | <u>FY 84</u><br><u>Actual</u> | <u>FY 85</u><br><u>Actual</u> | <u>FY 86</u><br><u>Actual</u> | <u>FY 87</u><br><u>(Est.)</u> |
|--|-------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|
| Board Ordered Discharges                         | 3,078                         | 2,501                         | 1,842                         | 743                           | 462                           |
| Board Ordered Discharge as<br>a Percent of Exits | 41%                           | 36%                           | 25%                           | 11%                           | 6%                            |

The policy change, along with a trend of increasing admissions and decreasing exits, resulted in the community supervision population rising to nearly 11,000. This represents a 21 percent increase between fiscal year 1985 and the first half of fiscal year 1987. During the same period, there was a 4 percent rise in the population requiring longer and more intensive supervision and a decrease of available agents. The table below reflects these trends and the resulting average caseloads over the past five years.



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Table 3-2

Community Supervision Population Trends

|                        | <u>FY 83</u>  | <u>FY 84</u>  | <u>FY 85</u>  | <u>FY 86</u>  | <u>FY 87</u>  | <u>FY 88</u>   |
|------------------------|---------------|---------------|---------------|---------------|---------------|----------------|
|                        | <u>Actual</u> | <u>Actual</u> | <u>Actual</u> | <u>Actual</u> | <u>(Est.)</u> | <u>(Proj.)</u> |
| Total Admissions       | 9,104         | 6,285         | 7,730         | 8,110         | 8,564         | 9,617          |
| Total Exits            | 7,388         | 7,037         | 7,145         | 6,956         | 7,220         | 8,724          |
| Supervision Population | 9,706         | 9,315         | 8,916         | 9,731         | 10,817        | 12,144         |
| Percent M, X, and 1    | N/A           | N/A           | 37%           | 40%           | 41%           | 42%            |
| Number of agents       | 119           | 111           | 114           | 132           | 106           | 106            |
| Average Caseload       | 82            | 84            | 78            | 80            | 102           | 114            |

Issue Analysis

During fiscal years 1984 through 1987, community supervision has operated under a "get tough" policy on violators by returning potential offenders prior to a new sentence. As shown below, the percentage of violators returned with a new sentence has been cut in half since fiscal year 1983 when over 80% of all returned violators had received a new sentence.

Table 3-3

Types of Violators

|  | <u>FY 83</u>  | <u>FY 84</u>  | <u>FY 85</u>  | <u>FY 86</u>  | <u>FY 87</u>  |
|--|---------------|---------------|---------------|---------------|---------------|
|  | <u>Actual</u> | <u>Actual</u> | <u>Actual</u> | <u>Actual</u> | <u>(Est.)</u> |
| Percent of violators with new sentences        | 82%           | 80%           | 41%           | 42%           | 37%           |
| Percent of violators with technical violations | 18%           | 20%           | 59%           | 58%           | 63%           |

As the supervision population began to increase at an average rate of 68 per month during fiscal year 1985, the Community Services Division reevaluated the three-level classification system. This resulted in the development and implementation of a new four-level classification strategy. The new strategy:

- applies realistic time estimates (weights) for effective case management;
- sets more manageable supervision requirements; and
- shifts the responsibility of face-to-face contacts for the maximum supervision level to the releasee instead of the agent, allowing agents to spend more time with the high medium cases.

As of January 1987, the community supervision population was 10,882. Under the four-level supervision strategy, total workload is calculated as follows:

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Table 3-4

Workload Formula

| <u>Level of Supervision</u> | <u>N of Cases</u> |   | <u>Supervision Hours/Month</u> | <u>Hours</u> |
|-----------------------------|-------------------|---|--------------------------------|--------------|
| Minimum                     | 4,353             | X | .167                           | 727          |
| Medium                      | 3,665             | X | 1.5                            | 4,897        |
| High-medium*                | 1,632             | X | 3.0                            | 4,897        |
| Maximum*                    | 1,632             | X | 2.25                           | <u>3,672</u> |
| Total Workload              |                   |   |                                | 14,193       |

\*See Table 3-12

Assuming each of the 106 agents averages 117 supervision hours per month, the total workload exceeds the agents' total time available by 1,791 hours per month.

The Department projects an increase of 3.1 percent in the community supervision population by the end of fiscal year 1987 and 11.6 percent by the end of fiscal year 1988. Staff resources are not expected to increase. The estimated workload will then exceed available monthly supervision hours by 3,438.

Given the increasing caseloads and the expectation that these increases will continue over the next few fiscal years, efforts must continue to maximize the available resources. The following three alternatives are available to the Division:

- reduce the minimum requirements for each supervision level;
- reduce the number of maximum and high-medium cases by lowering the classification criteria required to qualify a releasee for minimum or medium supervision levels; or
- reduce the number of releasees on the supervision caseload.

Action Plan

The evaluation of proposed strategies to assist in workload reductions is currently underway. One strategy would include moving all minimum level supervision cases to an administrative caseload monitored by a paraprofessional (i.e., paper handling only). This would allow reallocation of all remaining cases among the supervising agents. If this action did not effectively reduce the average workload, a second reduction could be made by reclassifying qualifying medium level cases down to the minimum or administrative caseload. The decision-making criteria for such reductions would be based on detailed statistical analysis identifying those cases most likely to succeed.

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Secondly, efforts to renew arrangements with the Prisoner Review Board for early discharge would provide a timely reduction of the caseload. Recommended cases would be those requiring low supervision and making progress toward successful reintegration into the community.

A third phase involves seeking a legislative reduction in the mandatory supervision period for all offenders. A Department study of recidivism found that over 90 percent of the Murder, Class X, 1, and 2 releasees have violated their supervision terms prior to the last six months of their supervision period. Based on this analysis, the following reductions are recommended.

Table 3-5  
Possible Legislative Change

|         | <u>Current<br/>Supervision<br/>in Months</u> | <u>Recommended<br/>Supervision<br/>in Months</u> |
|---------|--|--|
| Murder  | 36   | 24   |
| Class X | 36   | 24   |
| Class 1 | 24   | 16   |
| Class 2 | 24   | 16   |
| Class 3 | 12   | 9  |
| Class 4 | 12   | 9  |

A second, more drastic, variation of this strategy involves reducing all mandatory supervised release periods to 12 months. This strategy would reduce the supervision population by approximately 23 percent by the end of the second year of implementation but would have more negative consequences relating to the public safety mission.

## *Chapter 3*

# *Appendix*

*\* Map*

*\* Statutory Authority*

*\* Summary of Services*

*\* Mission, Goals, & Objectives*

*\* Data Tables*

Illinois Department of Corrections  
Community Supervision

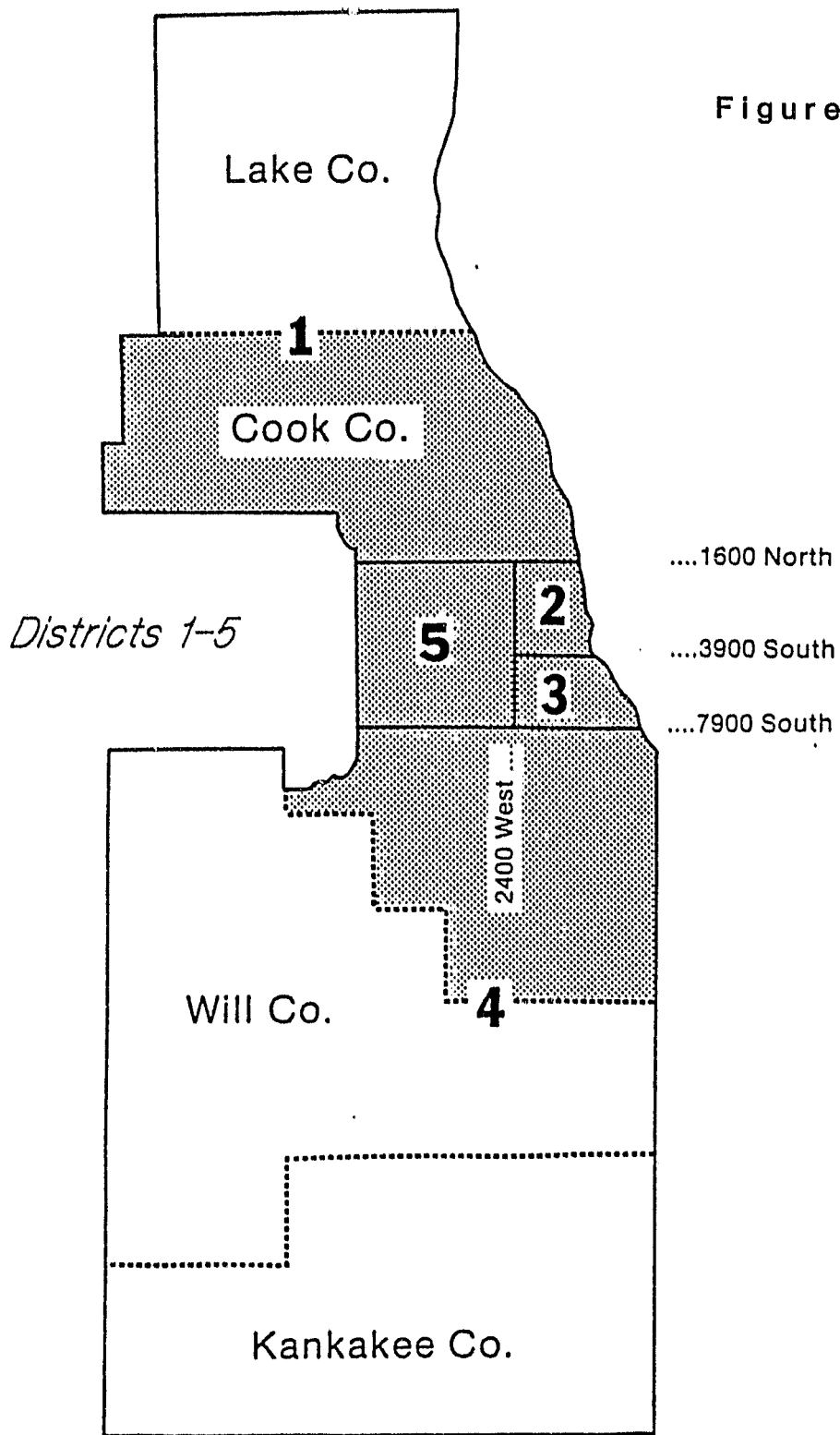
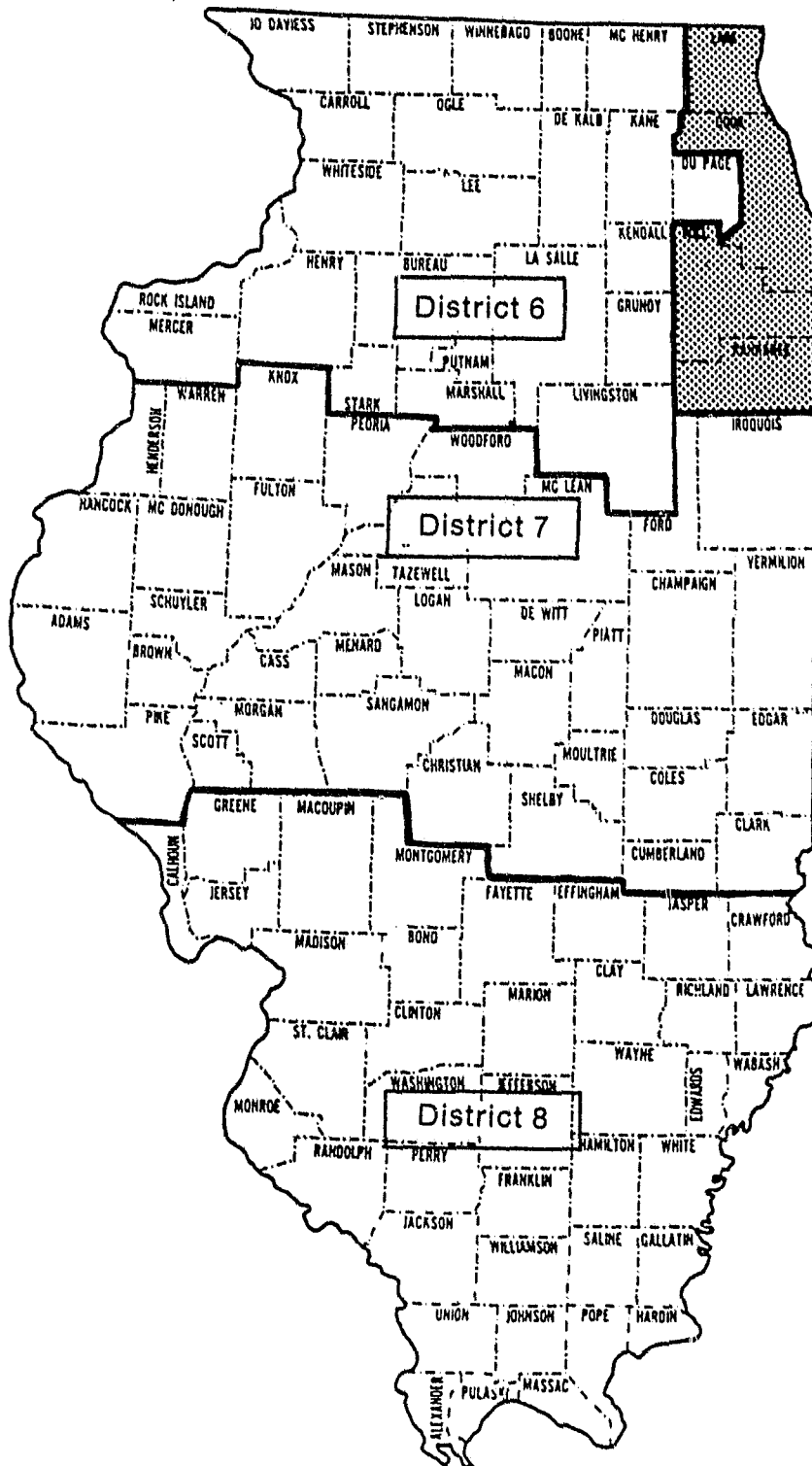


Figure 3-1

Illinois Department of Corrections  
Community Supervision

Figure 3-2

Districts 6-8



ADULT COMMUNITY SUPERVISION

Statutory Authority

Community Supervision receives its statutory authority from the Illinois Revised Statutes, Chapter 38: Article 2, Section 1003-2-2:

"(e) To establish a system of supervision and guidance of committed persons in the community."

Article 14, Parole and After-Care, Section 1003-14-2:

- "(a) The Department shall retain custody of all persons placed on parole or mandatory supervised release or released pursuant to Section 3-3-10 of this Code and shall supervise such persons during their parole or release period in accord with the conditions set by the Prisoner Review Board.
- (b) The Department shall assign personnel to assist persons eligible for parole in preparing a parole plan. Such Department personnel shall make a report of their efforts and findings to the Prisoner Review Board prior to its consideration of the case of such eligible person.
- (c) A copy of the conditions of his parole or release shall be signed by the parolee or releasee and given to him and his supervising officer who shall report on his progress under the rules and regulations of the Prisoner Review Board. The supervising officer shall report violations to the Prisoner Review Board and shall have the full power of peace officers in the arrest and retaking of any parolees or releasees or the officer may request the Department to issue a warrant for the arrest of any parolee or releasee who has allegedly violated his parole or release conditions. A sheriff or other peace officer may detain an alleged parole or release violator until a warrant for his return to the Department can be issued. The parolee or releasee may be delivered to any secure place until he can be transported to the Department.
- (d) The supervising officer shall regularly advise and consult with the parolee or releasee, assist him in adjusting to community life, inform him of the restoration of his rights on successful completion of sentence under Section 5-5-5.
- (e) The supervising officer shall keep such records as the Prisoner Review Board or Department may require. All records shall be entered in the master file of the individual."

Section 1003-14-3

"Parole Services. To assist parolees or releasees, the Department may in addition to other services provide the following:

- (1) employment counseling, job placement, and assistance in residential placement;
- (2) family and individual counseling and treatment placement;
- (3) financial counseling;
- (4) vocational and educational counseling and placement; and
- (5) referral services to any other State or local agencies.

The Department may purchase necessary services for a parolee or releasee if they are otherwise unavailable and the parolee or releasee is unable to pay for them. It may assess all or part of the costs of such services to a parolee or releasee in accordance with his ability to pay for them."

Summary of Services

- Placement Investigation. An investigation of the proposed release program is completed by an assigned parole agent prior to release from a correctional facility. This investigation includes an assessment of employment, academic or vocational training programs available to the releasee. This allows the agent to become familiar with the resources and support available to the releasee. The releasee is initially classified at this time so that the most appropriate supervision strategies can be implemented immediately upon release. If the plan is unsuitable, an alternate plan is developed in cooperation with the Field Service Office at the institution.
- Release Agreement. Before release from a correctional facility, the releasee signs an agreement acknowledging the rules of conduct and special conditions of release as promulgated by the Prisoner Review Board.
- Supervision of Releasee. Contact between the releasee and the parole agent is established within two working days after arrival in the community. A face-to-face interview takes place as soon as possible but at no time more than five working days following the initial contact. The releasee and agent jointly develop objectives and a supervision plan incorporating provisions necessary for proper supervision, reporting and compliance with the release agreement. Regular face-to-face visitations occur between the parole agent and the releasee. The agent also visits the releasee's family, job site and appropriate community service programs. Visits are scheduled and non-scheduled.



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- Interface With Law Enforcement. District office supervisors and parole agents establish and maintain effective communication and working relationships with law enforcement agencies and judicial systems. Regular contacts with law enforcement agencies are maintained, both in relation to individual releasees and for discussions concerning mutual concerns and interests.
- Interface With Community Resources. The agents use a wide range of community-based services to provide the releasee with the opportunity to make a successful adjustment to the community. An example of this interface is the coordination agreements with local Job Training Partnership Act (JTPA) entities as required by the Governor's Coordination and Special Services Plan. Other formal service arrangements exist with the Illinois Job Service (Job Service/Corrections Project funded through Wagner-Peyser, Section 7B) and with community-based providers funded through Title XX Donated Funds Initiative (DFI) as administered by the Illinois Department of Public Aid. Numerous other formal and informal, nonfinancial agreements exist for other services critical to releasee needs.
- Reporting Violations. The agent reports violations of the releasee agreement to the Prisoner Review Board. The agent has the power of a peace officer in the arrest and apprehension of a releasee. Following due process procedural rights hearings of the releasee, the agent assists the Prisoner Review Board in providing the information necessary for the Board to make decisions regarding revocation of the releasee's parole.
- Linkage With Prisoner Review Board. The agent reports to the Prisoner Review Board the progress of the releasee while under supervision and, when appropriate, according to procedures of the Prisoner Review Board, provides a summary of adjustment with the recommendation concerning early discharge of the releasee from supervision.

Mission Statement

MISSION: TO ASSIST IN THE PROTECTION OF THE PUBLIC BY MINIMIZING THE UNLAWFUL CONDUCT OF PRISON RELEASEES THROUGH A SYSTEM OF DIFFERENTIAL SUPERVISION.

TABLE 3-6

Community Supervision  
Goals, Objectives & Results  
Fiscal Year 1986

| <u>GOALS</u>  | <u>OBJECTIVES</u>  | <u>RESULTS AS OF 6/30/86</u>   |
|---|--|--|
| 1. To manage an expanded Apprehension Unit.                             | 1.1 Establish a series of Administrative Directives for the operation of Apprehension Unit services.             | 1.1 Administrative Directives were drafted and implemented by March 1, 1986.   |
|   | 1.2 Establish performance measures for Apprehension Unit services.   | 1.2 Shift supervisors have been hired to increase the accountability of Apprehension Unit staff.   |
|   | 1.3 Establish and deliver in-service training designed specifically for Apprehension Unit Specialists.           | 1.3 Training for Apprehension Specialists which ties training specifically to job duties has been implemented.   |
|   | 1.4 Establish audit criteria for Apprehension Unit services in compliance with 1.1 and 1.2.                      | 1.4 Audits will be conducted after the implementation of Administrative Directives.  |
| 2. To secure services for releasees with mental health treatment needs. | 2.1 Establish service linkages with the Department of Mental Health/Developmental Disabilities regional offices. | 2. The Division continues to work with Mental Health authorities as needed on a case-by-case basis.  |
|   | 2.2 Establish service linkages with community-based mental health providers.                                     |  |
|   | 2.3 Establish Administrative Directives for management of releasees with mental health needs.                    | 2.3 Administrative Directives addressing mental health needs as applied to the supervision plan, case record management and processing release violations were implemented March through June, 1986. |
| 3. To maintain accreditation for Community Supervision.                 | 3.1 Maintain compliance with original 96% of standards.  | 3.1 Annual certification statement has been completed and filed by 8/15/85.  |
|   | 3.2 Achieve compliance with six additional standards.  | 3.2 Action plans were implemented and compliances were met on all six standards.   |
| 4. To achieve single offender-based M.I.S. for Community Supervision.   | 4.1 CIMIS initialization of workload data file.  | 4.1 Case action enter replacement by CIMIS "parole add" transaction was deferred to the Offender Tracking System redesign.   |
|   | 4.2 Complete merger of workload data into CIMIS.   | 4.2 Merger incorporated into initial stage of adult institution Offender Tracking System redesign.   |

TABLE 3-7

Community Supervision  
Goals, Objectives & Results  
Fiscal Year 1987

| <u>GOALS</u>  | <u>OBJECTIVES</u>   | <u>RESULTS AS OF 12/31/86</u>   |
|---|---|---|
| 1. To re-emphasize public safety priority of Community Supervision. | 1.1 Shift agency posture from caseload-counseling to risk-reducing offender control.            | 1.1a Mission statement revised in February, 1986, to reflect risk management agency objectives.   |
|   |   | 1.1b Supervisors and CPA III's trained using NIC materials in the principles of correctional management.  |
|   |   | 1.1c CPA I's and II's trained in NIC - developed interpersonal communications skills.   |
|   |   | 1.1d A maximum surveillance supervision level was created in October, 1986 for a control-focussed offender subpopulation.   |
|   | 1.2 Evaluate risk-control effectiveness of institutional academic/vocational training.          | 1.2a Monthly reports of employment, education and vocational training have been submitted since May, 1986 as part of an 18-month study to follow-up on releasees regarding jobs obtained, programs enrolled into and supervision outcome. |
|   |   | 1.2b Ongoing academic/vocational training evaluation model programs in developmental stage.   |
|   | 1.3 Direct Community Resources to address those offender needs which most impact public safety. | 1.3a Title XX DFI funds tied to public safety concerns were allocated as in fiscal year 1986.   |
|   |   | 1.3b Available Job Service representatives assist inmates prepare social security registration before release.  |

TABLE 3-7 (Continued)

Community Supervision  
Goals, Objectives, and Results  
Fiscal Year 1987

| <u>GOALS</u>  | <u>OBJECTIVES</u>   | <u>RESULTS AS OF 12/31/86</u>  |
|---|---|--|
| 2. To demonstrate compliance with national standards of post-release supervision. | 2.1 Maintain "accredited agency" status with the Commission on Accreditation for Corrections. | 2.1a Annual certification statement provided to C.A.C. in July, 1986.  |
| 3. To develop a single offender-based Management Information System.              | 3.1 Integrate post-release case data into automated offender system.                          | <p data-bbox="1344 1063 1852 1110">2.1b Re-accreditation contract will be entered into with C.A.C.</p> <p data-bbox="1344 1133 1852 1251">3.1a Parole, parole preparation and warrant information functions have been developed for the first phase of the new Offender Tracking System.</p> <p data-bbox="1344 1274 1852 1372">3.1b Case management system data merged into the master offender data files of the new Offender Tracking System.</p>   |
|   | 1.4 Improve ability to identify releasees arrested in City of Chicago.                        | <p data-bbox="1344 373 1866 470">1.3c Initial applications for general assistance are prepared with the inmate prior to release as part of the release plan.</p> <p data-bbox="1344 490 1866 588">1.4a A new CIMIS terminal will be provided to the Cook County State's Attorney's Office in the Criminal Court Building.</p> <p data-bbox="1344 611 1825 708">1.4b Electronic transmission of Cook County State's Attorney's Office will be linked to community supervision warrant offices.</p> <p data-bbox="1344 732 1862 829">1.4c Automated interface of Chicago P.D. records check to IDOC data base in final stages of development, with implementation by 7/1/87.</p> <p data-bbox="1344 852 1852 965">1.4d Electronic transmission of CPD arrest reports to community supervision warrant offices in final stages of development, with implementation by 7/1/87.</p> |

TABLE 3-7 (Continued)

Community Supervision  
Goals, Objectives, and Results  
Fiscal Year 1987

| <u>GOALS</u>  | <u>OBJECTIVES</u>   | <u>RESULTS AS OF 12/31/86</u>  |
|---|---|--|
| 4. To improve the efficiency of the Case Classification System.   | 4.1 Conduct initial validation of the instruments developed in fiscal year 1985, making necessary adjustments in values and cutting points for maximum predictability and assignment of reasonably-sized caseloads. | 4.1 Instrument validated in March and April, 1986 and the new four-level supervision system, including the development of a maximum supervision level for highest risk cases, implemented October 1, 1986.                 |
|   | 4.2 Continue the improvements in error resolution, time-savings from data input, and savings instrument printing costs.   | 4.2a Case Classification System data errors reduced from over 14% in January, 1986 to 7% in December, 1986 partly due to initial classification being completed prior to release and additional error resolution training. |
|   | 4.3 Prepare a validation report documenting all changes in fiscal year 1985 validation and initial fiscal year 1986 analysis of new instrument.   | 4.2b Savings in printing from CIMIS-produced documents to stock printed duplex form, beginning in September, 1986.   |
| 5. To maintain linkage between classification system and discharge requests to the Prisoner Review Board. | 5.1 Finalize Administrative Directive dealing with recommendations regarding early discharge from MSR.  | 4.3 Validation materials produced for Community Services Division review.  |
|   | 5.2 Require agents to refrain from sending recommendations which do not meet release criteria.  | 5.1 Administrative Directive rewritten and implemented October 1, 1986.  |
|   |   | 5.2 The number of early discharge requests decreased by over 500%, from 3,185 in calendar year 1985 to 501 in 1986. However, the percentage of cases granted increased from 50% in 1985 to 71% in 1986.                    |

TABLE 3-7 (Continued)

Community Supervision  
Goals, Objectives, and Results  
Fiscal Year 1987

| <u>GOALS</u>   | <u>OBJECTIVES</u>  | <u>RESULTS AS OF 12/31/86</u>  |
|--|--|--|
| 6. To maintain interagency cooperation between IDOC and other state-operated vendors and agencies. | 6.1 Continue liaison with Department of Public Aid regarding initiation of public assistance paperwork in the institution to reduce problems at release and the number of homeless at release. | 6.1a Initial public assistance procedures addressed in the institution before release.<br>6.1b Community Services Division assisted in providing findings and recommendations to the Statewide Task Force on the Homeless.<br>6.1c Administrative Directive on Release Investigations-Placement Plan rewritten and implemented on October 1, 1986 to ensure parole staff make every effort to secure temporary placement in a halfway house or community correctional center until a permanent residence can be found. |
| 7. To increase the services provided as a result of agent liaison with contractual resources.      | 6.2 Continue liaison with JTPA and Illinois Job Service in obtaining and retaining employment in modern fields where needs are high.   | 6.2 3,620 releasees, 43% of inmates leaving an adult institution to supervision, registered for services provided by JTPA and the Illinois Job Service.  |
|  | 7.1 Require that employment vendors submit contracts with funds allocated to assist releasees in job retention rather than job procurement.  | 7.1 Contracts developed in fiscal year 1987 contained stipulations that employment vendors assist releasees in job retention as well as job placement.   |
|  | 7.2 Allocate Title XX DFI funds to those services which most impact problems posed by offenders to the community.  | 7.2 Title XX DFI funds were allocated in the same amount as in fiscal year 1986.   |
|  | 7.3 Examine the success and problems with JTPA and Job Services Project.   | 7.3a Community Services Division worked with the Illinois Job Service to recommend that some Job Service liaison staff currently at adult institutions relocate to five District offices to ensure better placement services to releasees in the community.  |

TABLE 3-7 (Continued)

Community Supervision  
Goals, Objectives, and Results  
Fiscal Year 1987

GOALS

OBJECTIVES

RESULTS AS OF 12/31/86

- 7.3b Success and problems of releasees with JTPA and Job Services Project being examined as part of an independent study to monitor and evaluate services for inmates and their effects in the community. Results to be available in fiscal year 1988.

TABLE 3-8  
 Community Supervision  
 Goals, Objectives & Results  
 Fiscal Year 1988

| <u>GOALS</u>  | <u>OBJECTIVES</u>   | <u>PERFORMANCE MEASURES</u>   |
|---|---|---|
| 1. To continue to effectively manage increasing workloads with a high level of public safety.             | 1.1 Supervise all cases according to defined classification standards.  | 1.1 Internal and OPA audits completed and problem areas addressed. New audit cycle commenced.   |
|   | 1.2 Review supervision standards to ensure they are realistic time estimates for effective case management.   | 1.2a Analysis of time available versus time necessary for agents to apply monthly standards.<br>1.2b Percentage of caseloads as distributed among the four levels of supervision.   |
|   | 1.3 Require that agents submit recommendations for early discharge which meet standards outlined in Administrative Directives and apply only to releasees who are making progress toward successful reintegration into the community. | 1.3a Internal and OPA audits completed and problem areas addressed.<br>1.3b Increase in the percentage of recommendations which are granted by the Prisoner Review Board.   |
|   | 1.4 Return releasees to prison for continually violating the Release Agreement before new crimes are committed in the community.  | 1.4 Increase in the ratio of technical violations to new felony convictions.  |
| 2. To closely monitor sex offenders in the community to ensure proper treatment and safety to the public. | 2.1 Ensure the highest supervision casework strategies until satisfactory adjustment is determined by the superintendent.   | 2.1 Assure that all sex offenders are at the high medium supervision level.   |
|   | 2.2 Monitor sex offenders in the community.   | 2.2a Provide district supervisors and superintendent with a monthly list of sex offenders on supervision status.<br>2.2b Ensure that released sex offenders register with local law enforcement agencies after their second conviction. |



TABLE 3-8 (Continued)

Community Supervision  
Goals, Objectives, and Results  
Fiscal Year 1988

| <u>GOALS</u>   | <u>OBJECTIVES</u>  | <u>PERFORMANCE MEASURES</u>  |
|--|--|--|
| 3. To acquire re-accreditation for Community Supervision.                                    | 3. File self-evaluation report annually and complete audit by Commission on Accreditation for Corrections. | 2.2c Agents provide superintendent with a quarterly report for each sex offender.  |
| 4. To achieve single offender-based Management Information System for Community Supervision. | 4.1 Complete merger of workload data into the Offender Tracking System.                                    | 2.3a Establish a treatment model.  |
|  | 4.2 Improved access to offender data by Community Supervision staff.                                       | 2.3b Conduct mental health assessment for each sex offender released to the community.   |
|  |  | 2.3c Provide sex offender treatment training to all parole agents.   |
|  |  | 3a All accreditation standards reviewed.   |
|  |  | 3b Central and local accreditation files maintained.   |
|  |  | 4.1a Community Supervision classification and workload data incorporated into initial stage of Offender Tracking System.             |
|  |  | 4.1b Remaining Community Supervision M.I.S. data incorporated into the secondary stage of Offender Tracking System.                  |
|  |  | 4.2a On-line viewing capabilities provided for staff in each parole district and for administrative staff.                           |
|  |  | 4.2b Direct input of classification data into data base, with error-resolution and supervision level calculations conducted on-line. |
|  |  | 4.2c Instant report production available on printers in each parole district and Central Office.                                     |

TABLE 3-8 (Continued)

Community Supervision  
Goals, Objectives, and Results  
Fiscal Year 1988

| <u>GOALS</u>   | <u>OBJECTIVES</u>  | <u>PERFORMANCE MEASURES</u>   |
|--|--|---|
| 5. To maintain interagency cooperation between IDOC and other state-operated vendors and agencies. | 4.3 Improve ability to identify releasees arrested across the state.   | 4.3a Automated interface of Chicago P.D. and I.B.I. records check to IDOC data base.<br><br>4.3b Electronic transmission of CPD and I.B.I. arrest reports to Community Supervision warrants office. |
|  | 5.1 Continue liaison with Department of Public Aid regarding initiation of public assistance paperwork in the institution to reduce problems at release and the number of homeless at release. | 5.1 Reduction in number of homeless at release.   |
| 6. To increase the services provided as a result of agent liaison with contractual resources.      | 5.2 Continue liaison with JTPA and Illinois Job Service in obtaining and retaining employment in modern fields where needs are high.   | 5.2 Number of releasees participating in JTPA and Job Service.  |
|  | 6.1 Require that employment vendors submit contracts with funds allocated to assist releasees in job retention rather than just job placement.   | 6.1 Improved contracts submitted.   |
|  | 6.2 Allocate Title XX DFI funds for those services which most impact problems posed by offenders in the community.   | 6.2 Increase in the allocation of funds.  |
| 6.3 Examine the success and problems with JTPA and Job Services Project.                           | 6.3a Increased number of releasees participating in programs.  |   |
|  |  | 6.3b Results of a study to examine success and problems with JTPA and Job Service for releasees.  |

Table 3-9

## Community Supervision Population Overview

|  | <u>FY 82</u>  | <u>FY 83</u>  | <u>FY 84</u>  | <u>FY 85</u>  | <u>FY 86</u>  | <u>FY 87</u>  |
|--|---------------|---------------|---------------|---------------|---------------|---------------|
|  | <u>Actual</u> | <u>Actual</u> | <u>Actual</u> | <u>Actual</u> | <u>Actual</u> | <u>(Est.)</u> |
| <b>ADMISSIONS</b>                          |               |               |               |               |               |               |
| From Institutions and<br>Community Centers | 7,051         | 8,711         | 5,835         | 7,249         | 7,625         | 9,519         |
| From Another State                         | 471           | 393           | 450           | 481           | 485           | 486           |
| Other                                      | N/A           | N/A           | N/A           | 255           |               |               |
| <b>TOTAL</b>                               | <b>7,522</b>  | <b>9,104</b>  | <b>6,285</b>  | <b>7,985</b>  | <b>8,110</b>  | <b>10,005</b> |
| <b>EXITS</b>                               |               |               |               |               |               |               |
| Final Discharge                            | 1,895         | 1,641         | 1,782         | 1,850         | 1,907         | 5,057         |
| Board-Ordered Discharge                    | 1,848         | 3,078         | 2,501         | 1,842         | 743           | N/A           |
| Transfer to Another State                  | 498           | 428           | 420           | 329           | 398           | 420           |
| Charged with New Offense                   | 1,299         | 1,712         | 1,797         | 1,468         | 1,002         | 1,471         |
| Charged with Technical<br>Violation        | 409           | 371           | 440           | 666           | 1,330         | 2,373         |
| Death/Other                                | 156           | 158           | 97            | 1,214         | 1,576         | 58            |
| <b>TOTAL</b>                               | <b>6,105</b>  | <b>7,388</b>  | <b>7,037</b>  | <b>7,369</b>  | <b>6,956</b>  | <b>9,379</b>  |
| <b>POPULATION</b>                          |               |               |               |               |               |               |
| Average Number of Agents                   | 121           | 119           | 111           | 114           | 122           | 102           |
| Average Daily Population                   | 8,247         | 9,706         | 9,315         | 8,916         | 9,731         | 10,577        |
| Average Caseload                           | 68            | 82            | 84            | 78            | 80            | 104           |
| End of FY Population                       | 8,817         | 10,038        | 8,557         | 9,173         | 10,327        | 10,905        |

Table 3-10  
Community Supervision Profile Comparison

End of Fiscal Year

|                          | FY 84<br><u>Actual</u> | FY 85<br><u>Actual</u> | FY 86<br><u>Actual</u> | FY 87<br><u>(Est.)</u> |
|--------------------------|------------------------|------------------------|------------------------|------------------------|
| <b>SEX</b>               |                        |                        |                        |                        |
| Male                     | 96%                    | 96%                    | 95%                    | 95%                    |
| Female                   | 4%                     | 4%                     | 5%                     | 5%                     |
| <b>RACE</b>              |                        |                        |                        |                        |
| Black                    | 64%                    | 64%                    | 62%                    | 61%                    |
| White                    | 29%                    | 30%                    | 32%                    | 32%                    |
| Hispanic                 | 6%                     | 6%                     | 6%                     | 6%                     |
| Other                    | 1%                     | 0%                     | 0%                     | 1%                     |
| <b>AGE</b>               |                        |                        |                        |                        |
| 17-20 yrs                | 8%                     | 8%                     | 6%                     | 14%                    |
| 21-25 yrs                | 33%                    | 33%                    | 33%                    | 32%                    |
| 26-30 yrs                | 26%                    | 26%                    | 26%                    | 24%                    |
| 31-35 yrs                | 17%                    | 17%                    | 17%                    | 15%                    |
| 36-40 yrs                | 7%                     | 8%                     | 9%                     | 7%                     |
| 41 yrs & older           | 9%                     | 8%                     | 9%                     | 8%                     |
| <b>OFFENSE CLASS</b>     |                        |                        |                        |                        |
| Murder                   | 5%                     | 4%                     | 2%                     | 2%                     |
| Class X                  | 25%                    | 25%                    | 24%                    | 23%                    |
| Class 1                  | 7%                     | 11%                    | 15%                    | 15%                    |
| Class 2                  | 34%                    | 31%                    | 32%                    | 33%                    |
| Class 3                  | 19%                    | 20%                    | 19%                    | 18%                    |
| Class 4                  | 9%                     | 9%                     | 8%                     | 9%                     |
| Misdemeanor              | 0%                     | 0%                     | 0%                     | 0%                     |
| Unknown                  | 1%                     | 0%                     | 0%                     | 0%                     |
| <b>COMMITTING COUNTY</b> |                        |                        |                        |                        |
| Cook                     | 68%                    | 67%                    | 62%                    | 65%                    |
| Downstate                | 31%                    | 33%                    | 31%                    | 35%                    |
| Unknown                  | 1%                     | 0%                     | 0%                     | 0%                     |

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Table 3-11  
Program Services Data

| <u>COMMUNITY SERVICES</u>                                | <u>FY 86<br/>ACTUAL</u> | <u>FY 87<br/>ESTIMATED</u> | <u>FY 88<br/>PROJECTED</u> |
|--|-------------------------|----------------------------|----------------------------|
| Expenditures (\$ thousands)                              | \$6,981.5               | \$5,700.4                  | \$4,306.4                  |
| Average Number of<br>Parole Agents                       | 122                     | 107                        | 42                         |
| Releasees receiving<br>Community Supervision<br>Services | 17,777                  | 18,745                     | 20,522                     |
| Average Monthly Caseload                                 | 9,731                   | 10,577                     | 11,356                     |
| Cases Per Agent  | 80                      | 99                         | 270                        |
| Performance Indicators:                                  |                         |                            |                            |
| Cost/Average Monthly Caseload                            | \$717                   | \$539                      | \$379                      |
| *Cost/Number of Releasees                                | \$393                   | \$304                      | \$210                      |

\*This cost figure is calculated by taking the total expenditures for the fiscal year and dividing by the total number of recipients receiving community supervision services during the fiscal year.

Table 3-12

## Four Level Differential Supervision Strategy

| <u>Supervision Level</u> | <u>Supervision Requirements</u>   | <u>Estimated Time Per Case Per Month</u> | <u>Percent of Population</u> |
|--------------------------|---|--|------------------------------|
| Minimum                  | <ol style="list-style-type: none"> <li>1. Written monthly report by releasee - first of each month</li> <li>2. Initial face-to-face contact</li> <li>3. Development of supervision plan</li> <li>4. Quarterly verification of residence and job or training</li> <li>5. First quarter reclassification followed by semiannual reclassification</li> <li>6. Comprehensive semi-annual file review</li> <li>7. Semi-annual arrest checks</li> </ol> | .167 Hrs.                                | 40%                          |
| Medium                   | <ol style="list-style-type: none"> <li>1. All minimum requirements</li> <li>2. Quarterly face-to-face contact</li> <li>3. Quarterly site visits</li> <li>4. Comprehensive quarterly file review</li> </ol>  | 1.5 Hrs.                                 | 30%                          |
| High-Medium              | <ol style="list-style-type: none"> <li>1. All minimum requirements</li> <li>2. Monthly face-to-face contact</li> <li>3. Monthly site visits</li> <li>4. Monthly "collateral" contacts</li> <li>5. Comprehensive quarterly file review</li> <li>6. Quarterly arrest checks</li> </ol>  | 3.0 Hrs.                                 | 15%                          |
| Maximum                  | <ol style="list-style-type: none"> <li>1. All minimum requirements</li> <li>2. Weekly face-to-face contact</li> <li>3. Weekly personal check-in by releasee</li> <li>4. Monthly site visits</li> <li>5. Bi-monthly arrest checks</li> <li>6. Comprehensive quarterly file reviews</li> </ol>  | 2.25 Hrs.                                | 15%                          |

\*Maximum supervision level requires less of the agent's time because the releasee is required to come to the agent's office for weekly contacts as opposed to the agent contacting the releasee.

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# *Chapter 4*

*Juvenile*

*Institutions*

*&*

*Services*

ENHANCING POPULATION MANAGEMENT  
IN THE JUVENILE DIVISION

Issue Definition

There are currently over 1,200 youths residing in the seven Juvenile facilities throughout the state of Illinois. The Department of Corrections is responsible for providing security, programming, and services for each youth. The Juvenile Division has been dealing with the issues of increasing residential populations, the serious nature of the population, and the special needs of the population for the past three fiscal years. The challenge, once all basic needs are met, is to effectively and efficiently distribute the available services.

Background

Growing residential populations have resulted in the current operation of facilities at 103 percent of capacity. This issue is being addressed by ongoing construction projects which will be completed in fiscal year 1989. They are:

- A multi-purpose building at IYC-Joliet.
- Forty-eight additional maximum security beds at IYC-Joliet.
- Renovation of an existing building at IYC-Harrisburg providing 80 additional medium/maximum security beds.
- A 36-bed medical/segregation unit at IYC-St. Charles.

The security issues created by the serious nature of the juvenile population have been addressed by:

- Upgrading exterior fencing and installing interior perimeter fencing at IYC-Joliet. Escapes were reduced from six between January and May 1985 to none since May 1985.
- Upgrading the exterior fencing at IYC-Harrisburg. Over the wall escapes decreased from 11 between January and September 1985 to none since September 1985.
- Providing roll call (i.e., staff briefings) at IYC-Joliet, IYC-St. Charles, and IYC-Harrisburg.

Efforts have also been made in treating the special needs of the youths. Although there is no decrease in the level of need among these youths, the services offered have been enhanced.

- Master's Degree-level student interns at IYC-St. Charles provide individual and group counseling to the reception and general populations.

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- Increased funding available for the special placement of youth who were unable to return to their families.

These improvements in service delivery have relieved the pressures on the Division's three special treatment units. This allows the most needy youths to remain in the special treatment populations until transfer is appropriate.

The efforts toward resolving these basic issues have been successful. IYC-Joliet, for example, received special recognition by the Committee on Accreditation in Corrections for outstanding improvements in the quality of life for youths. It was also recognized for the administration and management of a maximum security facility and its programs.

Issue Analysis

The Division operates seven facilities. These facilities vary in capacity, mental health provisions and security as described below:

Table 4-1  
Juvenile Facilities

| Facility           | Rated Capacity | Design Capacity | Average Daily Population | Mental Health Beds | Security Level |
|--------------------|----------------|-----------------|--------------------------|--------------------|----------------|
| IYC-Harrisburg     | 200            | 200             | 211                      |                    | Medium         |
| IYC-Joliet         | 180            | 180             | 171                      | 36                 | Maximum        |
| IYC-Kankakee       | 60             | 48              | 54                       |                    | Open-Minimum   |
| IYC-Pere Marquette | 80             | 40              | 71                       |                    | Open-Minimum   |
| IYC-St. Charles    | 318            | 266             | 343                      | 26                 | Medium         |
| IYC-Valley View    | 228            | 228             | 242                      |                    | Closed-Minimum |
| IYC-Warrenville    | 108            | 85              | 115                      | 20                 | Closed-Minimum |
|                    | <u>1,174</u>   | <u>1,037</u>    | <u>1,207</u>             | <u>76</u>          |                |

These facilities service youths whose characteristics vary with:

- ages from 13 to 21
- commitment length from 30 days to a life sentence
- education level from below third grade to above high school
- IQ levels from below 70 to above 135
- offense histories of no prior arrests to the majority with 10 or more
- seriousness of offense from theft under \$150 to murder

With a wide variance of characteristics and needs, the underlying question is how the available resources might best be allocated.

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One approach is to make all seven facilities as secure as IYC-Joliet and provide complete mental health services, education and other programming at each. However, such an approach is costly and inefficient. A counter-approach is to designate institutions by security level and services provided. To make this effective, however, requires a good match between security and special needs. This is the purpose of classification.

An initial classification system based on risk and need was implemented during fiscal year 1982. Since implementation, the system's objective placement capabilities became inadequate with the closing of IYC-Hanna City and IYC-Dixon Springs and the opening of IYC-Harrisburg. The system does, however, provide invaluable information on criteria identified in classification studies as the best indicators of institutional adjustment. The analysis of this existing information will assist in the development of an effective classification instrument designed to objectively place youths in the proper security level and programs.

#### Action Plan

As the Department continues to enhance the automated systems within the Juvenile Division and to develop networking capabilities, a major project directed at developing a model classification system will begin. When completed, this system will allow the automated tracking of youths from admission to discharge using initial classification, reclassification and parole classification sub-systems as population management tools. As it becomes available, each segment of this model system will increase the efficiency of case management.

Seventy percent of the youths who exit the Department of Corrections have not tested above the ninth grade level. These youths were not successful in school before coming to the Department and are not expected to return to school upon release. Therefore, efforts to increase vocational training are being addressed. These include the incorporation of Correctional Industries into the Juvenile Division and the restructuring of IYC-Kankakee into a transitional center. IYC-Kankakee will service youths age 16 and over who possess a GED. Programming efforts would then be directed toward independent living, job seeking skills and providing on-the-job training opportunities for these youth. The goal is to ease reintegration into the community by providing applicable experience.

During the remainder of fiscal year 1987 and during fiscal year 1988, the Juvenile Division plans to complete the bidding process and purchase of uniforms for all security staff at IYC-Joliet. As funds become available, uniforms will also be provided at IYC-Harrisburg, IYC-St. Charles and IYC-Valley View. Efforts will also continue toward the opening, equipping, and staffing of all units currently under construction. IYC-Valley View will continue to seek a full-time mental health professional.

## ***Chapter 4***

# ***Appendix***

***\* Map***

***\* Statutory Authority***

***\* Summary of Services***

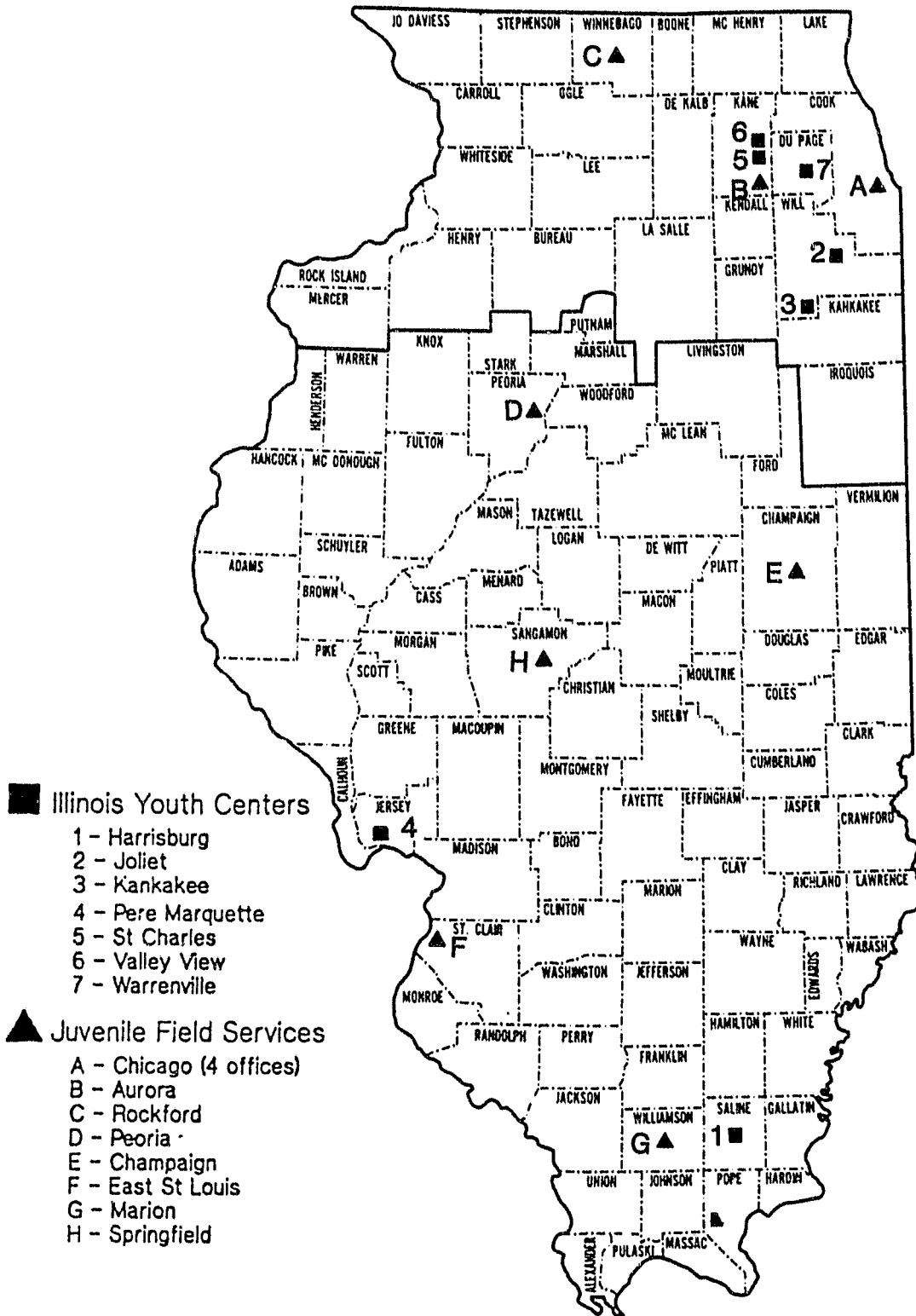
***\* Mission, Goals, & Objectives***

***\* Data Tables***

Illinois Department of Corrections

Juvenile Division

Figure 4-1



## JUVENILE INSTITUTIONS AND SERVICES

### Statutory Authority

The Juvenile Division receives its statutory authority in the Illinois Revised Statutes, Division X, Chapter 38, Paragraph 1003-2-5 (b):

"There shall be a Juvenile Division within the Department which shall be administered by an Assistant Director appointed by the Governor under the Civil Administrative code of Illinois. The Assistant Director shall be under the direction of the Director. The Juvenile Division shall be responsible for all persons committed to the Juvenile Division of the Department under Section 5-8-6 of this Code or Section 5-10 of the Juvenile Court Act."

### Purpose and Organization Statement

The Illinois Department of Corrections Juvenile Division is responsible for providing care, custody and rehabilitative programs for youths committed by the courts. The division includes seven residential centers and twelve field service districts under the Deputy Director.

### Summary of Services

#### a. Illinois Youth Centers (IYC)

The Juvenile Division provides institutional programs and services in each of the seven Illinois Youth Centers. These service areas include:

- Reception. Male youths committed by the courts to the Illinois Department of Corrections Juvenile Division are received at the Reception Center, located at IYC-St. Charles. Female commitments are received at IYC-Warrenville. During the reception process, staff collect and evaluate the documents submitted by the courts, as well as information pertaining to the youth's educational, behavioral, medical and mental health history. An assignment coordinator then evaluates this information to determine the youth's level of risk and needs in order to determine the best available placement alternative.
- Orientation at Assigned Residential Facility. Within 15 days from the date of arrival at an Illinois Youth Center, each youth receives an orientation to the facility and/or programs to which he/she has been assigned.
- Assessment and Assignment: A Program Assignment Committee initiates an assessment and assignment of each youth upon placement at an Illinois Youth Center. This committee reviews each youth's criminal, physical, academic, social and family history to determine placement and programming needs. Upon

completion of this assessment, the committee recommends a particular living unit, a counselor/caseworker to be assigned and a written program plan providing for a minimum of 30 hours of programming during the normal week and 4 hours of programming on weekends. This programming may include structured and unstructured activities provided by staff or volunteers, such as academic or vocational programs, leisure time, crafts, institution-sponsored clubs and organizations, work, counseling, religion, on or off grounds cultural/social events, organized athletic activities, and specialized activities for youths.

- Review of Program Plan: At least every 30 days (90 days for felons) a documented case file review of an incarcerated youth's progress in relation to the objectives in his/her program plan is completed. A face-to-face review is completed at least every 90 days. At these reviews, input is obtained from staff concerning the youth's progress/problems, and current performance as compared to stipulations in the written program plan. The program plan is modified when appropriate. Requests for authorized absences are reviewed or recommended. If appropriate, modifications to the projected out-date are reviewed and recommended.
- Security Services. Through custody and supervision the Juvenile Division provides internal and perimeter security to prevent youths from injuring others or committing new crimes in the community.
- Clinical Services. Youths have a minimum of one weekly contact with a counselor or clinician. Mental health needs are provided through psychiatric therapy, individual psychological therapy and/or group therapy when needed.
- Medical Services. Comprehensive health care is provided. These services include physical examinations, emergency medical treatment and diagnosis and treatment of medical and dental problems.

b. Field Services

The Juvenile Division provides services and supervision to youths in the community through the twelve district parole offices which are divided into two correctional areas. Area I includes five district offices located in Cook County and a district office in Aurora. Area II includes the district offices located in Rockford, Peoria, Springfield, Champaign, East St. Louis and Marion. Programs and services which are designed to achieve successful community reintegration are provided through direct delivery by the Division staff and through contractual agreements. The Division also cooperates with the Illinois Department of Children and Family Services (DCFS) and the Illinois Department of Mental Health and Developmental Disabilities (DMHDD) in providing services and programs



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for youths. The services provided include:

- Parole Supervision. A Correctional Parole Agent is assigned to each youth soon after the youth's admission into the Department. The parole agent makes a home visit and contacts other persons or agencies to construct a complete social history. Additionally, the parole agent monitors the youth's institutional adjustment and may visit the youth at an Illinois Youth Center. The parole agent cooperates with institutional staff in pre-release planning for the youth.

In the community, the parole agent supervises a caseload of parolees and youths on extended authorized absences (EA) from the institutions. Parole agents act as a service and counseling advocate for these youths while maintaining desired levels of supervision. These duties include liaison work with the courts and law enforcement agencies in addition to developing or enlisting resources to help meet the educational, vocational and/or counseling needs of the youth. When appropriate, parole agents provide crisis intervention services to youths experiencing problems in the reintegration process.

- Alternative Placements. A parole agent may be required to obtain alternative or emergency placements in a group or foster home for those youths unable to return to their natural home.
- Community Based Support Services. Counseling, advocacy, educational, and vocational and/or on-the-job training programs are often provided for youths with special needs.

Mission Statement

MISSION: TO PROVIDE SECURE CUSTODY, REHABILITATIVE PROGRAMS AND AFTER CARE SERVICES FOR YOUTHS COMMITTED TO THE JUVENILE DIVISION BY THE COURTS. THESE SERVICES WILL BE PROVIDED CONSISTENT WITH THE CONSIDERATION FOR THE PUBLIC SAFETY AND THE WELFARE OF THE YOUTH.

TABLE 4-2  
 Juvenile Division  
 Goals, Objectives, & Results  
 Fiscal Year 1986

| <u>GOALS</u>   | <u>OBJECTIVES</u>  | <u>RESULTS AS OF 06/30/86</u>   |
|--|--|---|
| 1. Reduce the number of youths with placement problems remaining in Illinois Youth Centers past the time they are considered parole eligible | 1.1 Identify such youth and monitor placement issues in on-going manner.   | 1.1 Alternative Placement Report reviewed by Deputy Director and appropriate staff. Complied and distributed  |
|  | 1.2 Maintain Special Needs Unit to enhance efforts in finding community placement for youth with this need.                              | 1.2 Special Needs Unit finds placement and supervise youth in need of alternative placement in Cook County.   |
|  | 1.3 Continue to converse and coordinate with other State and local agencies dealing with multi-placement issues.                         | 1.3 Agreement has been signed and implemented. Continued success depends on funding.  |
|  | 1.4 Find and utilize alternative placements.   | 1.4 Utilizing Alternative Placement Report (monthly) and Juvenile Field Services Alternative Placement Weekly Expenditures Report identifying alternative placements being used and the number of service days. |
| 2. Standardize and improve policy, procedures and practice of transporting residents in the Juvenile Division.                               | 2.1 Develop comprehensive Administrative Directives, local procedures, and post descriptions to standardize local movement of residents. | 2.1 Comprehensive Statewide Manual to be implemented in August 1987.  |

TABLE 4-2 (Continued)

Juvenile Division  
Goals, Objectives, & Results  
Fiscal Year 1986

| <u>GOALS</u>  | <u>OBJECTIVES</u>   | <u>RESULTS AS OF 06/30/86</u>  |
|---|---|--|
| 3. Maintain progress toward accreditation by the Commission on Accreditation for American Correctional Association. | 2.2 Enhance Statewide Transportation Unit to transport residents between Illinois Youth Centers and pick up parole absconders, escapees, and authorized absence violators at local detention centers. | 2.2 Comprehensive Statewide Transportation Unit policy and procedures manual in draft form being held in abeyance pending outcome of budget issues.  |
|   | 3.1 By June 30, 1986, complete reaccreditation of IYC-Joliet, IYC-Kankakee, IYC-Pere Marquette and IYC-Valley View.   | 3.1 IYC-Valley View completed reaccreditation certificate in January 1986. IYC-Joliet reaccredited in April 1986. IYC-Kankakee and IYC-Pere Marquette will undergo reaccreditation audit in August, 1986.  |
|   | 3.2 By June 30, 1986, complete accreditation of IYC-Harrisburg.   | 3.2 IYC-Harrisburg received accreditation certificate in August, 1985.   |
| 4. Improve program participation of youth on community status.  | 4.1 Increase the percentage of youth on community status who are engaged in school or employment by 5%.   | 4.1 District Supervisor Report on Program Participation submitted monthly. December, 1985 report indicates a 13% increase over December, 1984. In December, 1985 54% of youth on parole status were engaged in a full or part-time school or work, compared to 41% in December, 1984 |
| 5. Improve educational/vocational opportunities for residents.  | 5.1 In cooperation with School District #428, undertake a division review of curriculum.  | 5.1 Review and amend the minimum competency survey.  |
|   | 5.2 Develop new curriculum with emphasis on vocational training.  | 5.2 New vocational programs have been implemented at IYC-Harrisburg in the area of computer programming, plumbing, and electricity and career counseling. IYC-Warrenville expanded to include word processing.   |

TABLE 4-2 (Continued)

Juvenile Division  
Goals, Objectives, & Results  
Fiscal Year 1986

| GOALS  | OBJECTIVES  | RESULTS AS OF 06/30/86   |
|--|---|--|
| 6. Continue progress toward up-grading of available mental health and physical well-being facilities available to residents. | <p>6.1 By March 31, 1986, develop a Mental Health Services Plan in each Illinois Youth Center.</p> <p>6.2 Improve frequency and practice of medical services available to youth.</p> <p>6.3 Upgrade and increase the amount of dental services available.</p>             | <p>6.1 Mental Health Services Plans are provided for in local procedures manuals.</p> <p>6.2 Through enhancements of medical contracts, medical services and administration have been upgraded.</p> <p>6.3 Through contractual services, IYC-Joliet and IYC-Valley View have increased services. Equipment has been installed on site at IYC-Valley View.</p>                        |
| 7. Develop a computer simulation model for purposes of projecting juvenile.  | <p>7.1 Conduct a thorough analysis of the juvenile system.</p> <p>7.2 Determine data needs necessary for simulations.</p> <p>7.3 Extract and analyze necessary data.</p> <p>7.4 By September 30, 1985, produce a population projection for use in the budget process.</p> | <p>7.1 Completed and documented in flow chart format.</p> <p>7.2 Design of the model was completed by June of 1985 and data elements identified.</p> <p>7.3 All data needs have been met with the exception of Prisoner Review Board parameters.</p> <p>7.4 Code has been developed and debugged. The model still requires fine tuning in the area of parole board presentation.</p> |

Table 4-3  
 Juvenile Division  
 Goals, Objectives & Results  
 Fiscal Year 1987

| <u>GOALS</u>  | <u>OBJECTIVES</u>  | <u>RESULTS AS OF 12/31/86</u>   |
|---|--|---|
| 1. To incorporate Correctional Industries into the Juvenile Division. | 1.1 To work with Correctional Industries to plan type of industries Juvenile Division could support.         | 1.1 Develop a plan outlining the program approved by the Deputy Director. |
|   | 1.2 To identify existing areas in the Illinois Youth Centers for such a program.                             | 1.2 Submission of space studies by Illinois Youth Centers.                |
|   | 1.3 Identify training needs  | 1.3 Proposal in conjunction with #1.1 for training.                       |
|   | 1.4 To have Industries in the Juvenile Division by August of 1988, i.e. IYC-Joliet, Harrisburg, St. Charles. | 1.4 Implementation of the Industries.                                     |
| 2. Restructure Kankakee programming to provide a pre-release center.  | 2.1 Develop an implementation plan incorporating criteria and procedures                                     | 2.1 Program plan.   |
|   | 2.2 Develop a screening and acceptance process.  | 2.2 Procedure   |
|   | 2.3 Coordinate with Juvenile Field Services to insure reintegration opportunities.                           | 2.3 Intra-agency co-op and procedures.                                    |
|   | 2.4 Training of staff.   | 2.4 Training module inservice.  |
|   | 2.5 Coordination with School District to provide educational assistance.                                     | 2.5 Intra-agency co-op and procedures.                                    |
| 3. To upgrade Division's automated information capabilities           | 3.1 To expand role of P.C. Users Group to include review of software and hardware program.                   | 3.1 P.C. Users Group mission statement and minutes of meetings.           |
|   | 3.2 To promote a W.P.C. Network  | 3.2 Proposals and budget constraints.                                     |
|   | 3.3 To encourage use of the P.C. in the Division.  | 3.3 Master Program Inventory.   |
|   | 3.4 To increase electronic communication effectiveness and improve staff productivity.                       | 3.4. Production of quality information in new formats.                    |

Table 4-3 (Continued)  
 Juvenile Division  
 Goals, Objectives & Results  
 Fiscal Year 1987

| <u>GOALS</u>   | <u>OBJECTIVES</u>  | <u>RESULTS AS OF 12/31/86</u>  |
|--|--|--|
|  | 3.5 Decentralization of JMIS<br>(a) Develop plan<br>(b) Identify training needs  | 3.5 Implementation of JMIS procedures.   |
| 4. To increase Statewide Transportation  | 4.1 Development and updating of a Statewide Transportation Manual.<br>4.2 Develop a southern based Transportation team<br>(a) Increase service to institution<br>(b) Increase service to institutions. | 4.1 Manual.<br>4.2 Implementation of a southern based team.<br>Establish transportation records.                 |
|  | 4.3 Standardize policy for the transportation of ALL residents.  | 4.3 Division-wide procedures   |
| 5. To outfit IYC-St. Charles and IYC-  | 5.1 To promote professionalism<br>5.2 To continue to standardize the uniforms.   | 5.1 Implementation and purchase of uniforms in compliance with A.D. by July 1, 1988.<br>5.2 Compliance with A.D. |
| 6. Develop reclassification system in order to upgrade current classification  | 6.1 To overview current classification and promote a system for the reclassification of youths in order to maintain appropriate documentation and to facilitate long range planning.                   | 6.1 Implementation of new classification system. Documentation of youth records.                                 |
| 7. To increase program participation of all youths serviced by Juvenile Field  | 7.1 Insure that 75% of all youth on extended absence or parole are involved in program.  | 7.1 Monthly reports.   |
| 8. To continue efforts toward reaccreditation toward reaccreditation. (A.C.A.) | 8.1 Continue efforts to ensure that all Illinois Youth Centers and Programs now accredited re accredited.  | 8.1 Certificates of Accreditation  |
| 9. To continue efforts in the O.P.A. process.                                  | 9.1 To reduce the total number of findings and for at least two facilities to have zero audit findings.<br>9.2 To decrease repeat findings by 10%  | 9.1 O.P.A. Audit results.<br>9.2 O.P.A. Audit results.   |

Table 4-3 (Continued)  
 Juvenile Division  
 Goals, Objectives & Results  
 Fiscal Year 1987

| <u>GOALS</u>   | <u>OBJECTIVES</u>  | <u>RESULTS AS OF 12/31/86</u>  |
|--|--|--|
| 10. To better meet the needs of our Mental Special Needs Population          | 10.1 To identify specific youths and specialized needs.<br>10.2 To lessen the number of youths on AP status<br>10.3 Increase psychiatric hours at Illinois Youth Centers - Harrisburg and Valley View.<br>10.4 Increase bed space for "Mental Health" residents.<br>10.5 To promote training of crisis intervention teams and to hire more clinical positions. | 10.1 Classification system and update of Mental Health Services report.<br>10.2 JMIS reports<br>10.3 Staffing plans<br>10.4 Implementation<br>10.5 Training Academy classes and budgetary constraints. |
| 11. To review disciplinary procedures and concepts in the Juvenile Division. | 11.1 Review charges and discipline in the Juvenile Division.<br>11.2 Make evaluations to improve effectiveness of discipline   | 11.1 JMIS Discipline Reports and quarterly reviews.<br>11.2 Duplication and distribution of revised policy.  |

Table 4-4  
 Juvenile Division  
 Goals, Objectives & Performance Measures  
 Fiscal Year 1988

| <u>GOALS</u>  | <u>OBJECTIVES</u>  | <u>PERFORMANCE MEASURES</u>  |
|---|--|--|
| 1. Incorporate Correctional Industries at IYC-Joliet, Harrisburg, & St. Charles into the Juvenile Division. | 1.1 To provide employment opportunities for incarcerated youth.                        | 1.1 Implementation by Correctional Industries by August of 1988.                     |
|   | 1.2 To provide an alternative to non-academically involved youth.                      | 1.2 Number of youth employed   |
| 2. Prepare youth for independent living and job seeking.  | 2.1 Restructure Kankakee programming to provide a pre-release center.                  | 2.1 Increase in the number of youth employed upon release.                           |
|   | 3.1 To expand role of P.C. Users Group.  | 3.1 Increase the number of user developed programs distributed among all facilities. |
| 3. To upgrade Division's automated information capabilities   | 3.2 To promote a W.P.C. Network  | 3.2 Increase the number of interacting facilities.                                   |
|   | 3.3 To encourage use of the P.C. in the Division.                                      | 3.3 Increase the number of P.C. users at each facility.                              |
|   | 3.4 To increase electronic communication effectiveness and improve staff productivity. | 3.4. Reduction of time involved in producing monthly reports.                        |
|   | 3.5 Decentralization of JMIS   | 3.5 Increase the number of facilities with HP capabilities.                          |
|   | 4.1 Develop a southern based Transportation team.                                      | 4.1 Reduce time out of institution for purpose of travel for writ, etc.              |
| 4. Develop an effective and cost efficient Statewide Transportation System.                                 | 4.2 Develop a statewide transportation system using a turnaround location.             | 4.2 Reduce overtime for transportation.  |
|   |  | 4.2 Increase service to institutions.  |
|   | 4.3 Standardize policy for the transportation of ALL residents.                        | 4.3 Reduce the number of special trips.  |
| 5. To outfit IYC-St. Charles and IYC-Harrisburg in uniforms.  | 5.1 To promote professionalism   | 5.1 Purchase and distribution of uniforms by July 1, 1988.                           |
|   | 5.2 To continue to standardize the uniforms.   | 5.2 Compliance with A.D.   |



Table 4-4 (Continued)  
 Juvenile Division  
 Goals, Objectives & Performance Measures  
 Fiscal Year 1988

| <u>GOALS</u>  | <u>OBJECTIVES</u>   | <u>PERFORMANCE MEASURES</u>   |
|---|---|---|
| 6. Develop a model classification system  | 6.1 Validate and redesign current classification instrument.  | 6.1 Implementation by December 31, 1987.  |
|   | 6.2 Design a reclassification   | 6.2 Implementation by July 1, 1988.   |
|   | 6.3 Design a Parole Classification and Workload Management System.  | 6.3 Documentation of proposal.  |
| 7. To increase program participation of all youths serviced by Juvenile Field Services. | 7.1 To involve youth on extended absence or parole in programs.   | 7.1 Percent of youth in programs.   |
| 8. To continue efforts toward reaccreditation toward A.C.A. reaccreditation.            | 8.1 Continue efforts to ensure that all Illinois Youth Centers and Programs now accredited or reaccredited. | 8.1 Certificates of Accreditation   |
| 9. To continue efforts in the O.P.A. process.   | 9.1 Improve O.P.A. Audit results.   | 9.1 To have zero audit findings for at least two facilities.                                    |
|   |   | 9.2 To decrease repeat findings by 10%.   |
| 10. To better meet the needs of our Special Needs Population.                           | 10.1 To identify specific youths and special needs.   | 10.1 Mental Health Services Report.   |
|   | 10.2 Provide in-house services for youth requiring psychiatric treatment.                                   | 10.2 Reduce the number of youth transferred to Department of Mental Health.                     |
|   | 10.3 Increase psychiatric hours at Illinois Youth Centers - Harrisburg and Valley View.                     | 10.3 Reduction of turnover in Special Treatment Units.  |
|   | 10.4 Increase bed space for "Mental Health" residents.  | 10.4 Reduction of turnover in Special Treatment Units.  |
|   | 10.5 To promote training of crisis intervention teams.  | 10.5  |
| 11. Move the delinquent population through system in a timely manner.                   | 11.1 Evaluate effectiveness of discipline.  | 11.1 Review charges and discipline in the Juvenile Division. Monthly Report to Deputy Director. |
|   | 11.2 Identify alternatives  | 11.2 Reduction of average length of stay for delinquents.                                       |

Illinois Department of Corrections-Human Services Plan  
Chapter 4

Table 4-5  
Program Services Data

|   | <u>FY 86<br/>Actual</u> | <u>FY 87<br/>Estimated</u> | <u>FY 88<br/>Projected</u> |
|---|-------------------------|----------------------------|----------------------------|
| <u>JUVENILE INSTITUTIONS</u>                    |                         |                            |                            |
| Expenditures & Appropriations<br>(\$ thousands) | \$32,264.5              | \$33,517.6                 | \$35,161.4                 |
| Average Daily Resident Population               | 1,168                   | 1,207                      | 1,212                      |
| Total Number of Staff (EOY)                     | 946                     | 974                        | 974                        |
| Total Number of Security Staff (EOY)            | 564                     | 605                        | 605                        |
| Performance Indicators:                         |                         |                            |                            |
| Cost/Average Daily Population                   | \$27,624                | \$27,769                   | \$29,011                   |
| Total Staff/Youth                               | 0.810                   | 0.807                      | 0.804                      |
| Security Staff/Youth                            | 0.483                   | 0.501                      | 0.499                      |
| <u>JUVENILE FIELD SERVICES</u>                  |                         |                            |                            |
| Expenditures & Appropriations<br>(\$ thousands) | \$3,178.2               | \$3,253.3                  | \$3,331.4                  |
| Average Daily Parole Population                 | 1,166                   | 1,186                      | 1,212                      |
| Total Number of Staff                           | 81                      | 79                         | 79                         |
| Performance Indicator:                          |                         |                            |                            |
| Cost/Average Daily Population                   | \$2,726                 | \$2,743                    | \$2,749                    |

Table 4-6

## Juvenile Division Population Overview

Institutions

|  | <u>FY 82<br/>Actual</u> | <u>FY 83<br/>Actual</u> | <u>FY 84<br/>Actual</u> | <u>FY 85<br/>Actual</u> | <u>FY 86<br/>Actual</u> | <u>FY 87<br/>Est.</u> |
|--|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-----------------------|
| <b>ADMISSIONS</b>                      |                         |                         |                         |                         |                         |                       |
| Delinquent                             | 1,094                   | 938                     | 700                     | 671                     | 808                     | 730                   |
| Felon                                  | 26                      | 45                      | 66                      | 60                      | 48                      | 48                    |
| Parole Violators                       | 259                     | 283                     | 301                     | 252                     | 312                     | 402                   |
| Recommitments/Other                    |                         | 102                     | 301                     | 252                     | 111                     | 112                   |
| Total                                  | 1,379                   | 1,368                   | 1,287                   | 1,204                   | 1,279                   | 1,292                 |
| <b>EXITS</b>                           |                         |                         |                         |                         |                         |                       |
| Parole                                 |                         | 1,109                   | 834                     | 1,001                   | 1,031                   | 1,210                 |
| Discharge                              |                         | 172                     | 179                     | 209                     | 205                     | 196                   |
| Other                                  |                         | 64                      | 122                     | 101                     | 11                      | 12                    |
| Total                                  | 944                     | 1,245                   | 1,137                   | 1,311                   | 1,247                   | 1,418                 |
| <b>AVERAGE POPULATION</b>              |                         |                         |                         |                         |                         |                       |
| Residents                              | 1,169                   | 1,123                   | 1,115                   | 1,139                   | 1,166                   | 1,207                 |
| EA/AA                                  | 77                      | 100                     | 176                     | 152                     | 120                     | 115                   |
| AP/ACS                                 | 69                      | 51                      | 45                      | 51                      | 43                      | 40                    |
| Total                                  | 1,315                   | 1,274                   | 1,336                   | 1,332                   | 1,329                   | 1,362                 |
| <b>CAPACITY</b>                        |                         |                         |                         |                         |                         |                       |
|  | 1,249                   | 1,249                   | 1,165                   | 1,165                   | 1,174                   | 1,174                 |
| <b>AVERAGE LENGTH OF STAY (months)</b> |                         |                         |                         |                         |                         |                       |
| Court Evaluations                      |                         | ***                     | ***                     | 5.7                     | 6.0                     | 8.0                   |
| Delinquents                            |                         | 11.5                    | 12.1                    | 15.0                    | 13.3                    | 11.9                  |
| Felons                                 |                         | 17.5                    | 22.7                    | 24.1                    | 25.7                    | 31.1                  |
| Habitual Offenders                     |                         | ***                     | ***                     | 26.0                    | 24.3                    |                       |
| Total Population                       |                         | 11.8                    | 12.6                    | 14.4                    | 13.1                    | 12.5                  |

\*\*\*In FY 83 and FY 84 court evaluations were included with delinquents and habitual offenders were included with felons.

Field Services

|                                | <u>FY 82<br/>Actual</u> | <u>FY 83<br/>Actual</u> | <u>FY 84<br/>Actual</u> | <u>FY 85<br/>Actual</u> | <u>FY 86<br/>Actual</u> | <u>FY 87<br/>Est.</u> |
|--------------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-----------------------|
| <b>ADMISSIONS</b>              |                         |                         |                         |                         |                         |                       |
| Parole                         |                         | 1,109                   | 834                     | 1,001                   | 1,031                   | 1,110                 |
| Transfer in From Another State |                         | 39                      | 27                      | 43                      | 35                      | 36                    |
| Other                          |                         | 76                      | 52                      | 57                      | 63                      | 64                    |
| Total                          |                         | 1,224                   | 913                     | 1,101                   | 1,129                   | 1,210                 |
| <b>EXITS</b>                   |                         |                         |                         |                         |                         |                       |
| Discharge - Favorable          |                         | 533                     | 459                     | 436                     | 426                     | 446                   |
| Discharge - Adult              |                         | 237                     | 204                     | 215                     | 283                     | 174                   |
| Discharge - Other              |                         | 85                      | 163                     | 161                     | 129                     | 128                   |
| Returned Parole Violators      |                         | 283                     | 220                     | 221                     | 321                     | 406                   |
| Total                          |                         | 1,138                   | 1,046                   | 1,033                   | 1,159                   | 1,154                 |
| <b>AVERAGE POPULATION</b>      |                         |                         |                         |                         |                         |                       |
|                                | 1,158                   | 1,105                   | 963                     | 1,004                   | 1,166                   | 1,152                 |

Table 4-7

## Juvenile Institution Profile Comparison

|                               | FY 82<br><u>Actual</u> | FY 83<br><u>Actual</u> | FY 84<br><u>Actual</u> | FY 85<br><u>Actual</u> | FY 86<br><u>Actual</u> | FY 87<br><u>(Est.)</u> |
|-------------------------------|------------------------|------------------------|------------------------|------------------------|------------------------|------------------------|
| End of Fiscal Year Population | 1,404                  | 1,364                  | 1,516                  | 1,409                  | 1,304                  | 1,312                  |
| Sex                           |                        |                        |                        |                        |                        |                        |
| Male                          | 94.9%                  | 94.4%                  | 94.1%                  | 93.2%                  | 94.5%                  | 94.1%                  |
| Female                        | 5.1%                   | 5.6%                   | 5.9%                   | 6.8%                   | 5.5%                   | 5.9%                   |
| Race                          |                        |                        |                        |                        |                        |                        |
| White                         | 33.8%                  | 30.9%                  | 29.2%                  | 28.1%                  | 29.1%                  | 30.0%                  |
| Black                         | 58.0%                  | 59.6%                  | 61.3%                  | 62.3%                  | 63.1%                  | 60.3%                  |
| Hispanic                      | 7.8%                   | 8.6%                   | 8.6%                   | 8.8%                   | 7.2%                   | 8.8%                   |
| American Asian                | 0.1%                   | 0.1%                   | 0.1%                   | 0.1%                   | 0.0%                   | 0.2%                   |
| American Indian               | 0.3%                   | 0.6%                   | 0.8%                   | 0.7%                   | 0.4%                   | 0.5%                   |
| Other                         | 0.1%                   | 0.1%                   | 0.0%                   | 0.0%                   | 0.2%                   | 0.2%                   |
| Age                           |                        |                        |                        |                        |                        |                        |
| 13 yrs                        | 0.9%                   | 1.0%                   | 1.8%                   | 0.8%                   | 1.2%                   | 1.1%                   |
| 14 yrs                        | 6.3%                   | 6.6%                   | 5.5%                   | 6.1%                   | 6.2%                   | 5.3%                   |
| 15 yrs                        | 16.9%                  | 16.4%                  | 15.2%                  | 14.8%                  | 16.3%                  | 15.2%                  |
| 16 yrs                        | 32.3%                  | 32.2%                  | 29.6%                  | 29.0%                  | 30.9%                  | 29.5%                  |
| 17 yrs                        | 26.9%                  | 27.3%                  | 29.6%                  | 27.9%                  | 25.9%                  | 26.8%                  |
| 18 yrs                        | 10.3%                  | 10.0%                  | 11.9%                  | 14.6%                  | 10.6%                  | 13.6%                  |
| 19 yrs                        | 3.8%                   | 4.2%                   | 4.0%                   | 4.7%                   | 6.4%                   | 5.9%                   |
| 20 yrs                        | 2.0%                   | 2.1%                   | 2.2%                   | 1.8%                   | 2.2%                   | 2.5%                   |
| 21 yrs                        | 2.2%                   | 0.0%                   | 0.0%                   | 0.1%                   | 0.2%                   | 0.0%                   |
| Missing                       | 0.2%                   | 0.1%                   | 0.1%                   | 0.1%                   | 0.1%                   | 0.1%                   |
| Crime Class                   |                        |                        |                        |                        |                        |                        |
| Murder                        | 3.5%                   | 4.1%                   | 3.8%                   | 3.8%                   | 4.4%                   | 4.1%                   |
| Class X                       | 17.6%                  | 18.9%                  | 16.2%                  | 16.4%                  | 16.2%                  | 15.3%                  |
| Class 1                       | 3.0%                   | 10.3%                  | 15.4%                  | 17.0%                  | 19.4%                  | 17.5%                  |
| Class 2                       | 30.1%                  | 28.2%                  | 26.4%                  | 23.6%                  | 21.9%                  | 22.4%                  |
| Class 3                       | 10.2%                  | 11.2%                  | 12.1%                  | 12.3%                  | 11.5%                  | 11.5%                  |
| Class 4                       | 2.0%                   | 1.6%                   | 1.4%                   | 1.3%                   | 1.1%                   | 1.1%                   |
| Class A                       | 13.5%                  | 18.4%                  | 18.7%                  | 20.5%                  | 22.7%                  | 21.2%                  |
| Class B                       | 0.3%                   | 0.4%                   | 0.5%                   | 0.5%                   | 0.5%                   | 0.5%                   |
| Class C                       | 0.4%                   | 0.4%                   | 0.3%                   | 0.5%                   | 0.5%                   | 0.4%                   |
| Other                         | 19.5%                  | 0.4%                   | 0.5%                   | 0.3%                   | 0.5%                   | 0.3%                   |
| Missing                       | 0.0%                   | 6.1%                   | 4.5%                   | 3.8%                   | 1.3%                   | 5.6%                   |
| Committing County             |                        |                        |                        |                        |                        |                        |
| Cook                          | 66.8%                  | 67.0%                  | 65.6%                  | 62.0%                  | 60.3%                  | 57.7%                  |
| Downstate                     | 33.2%                  | 33.0%                  | 34.4%                  | 38.0%                  | 39.7%                  | 42.3%                  |
| Offense Type                  |                        |                        |                        |                        |                        |                        |
| Court Eval.                   | 2.9%                   | 2.9%                   | 6.7%                   | 7.2%                   | 4.4%                   | 4.0%                   |
| Delinquent                    | 91.0%                  | 88.0%                  | 81.7%                  | 80.1%                  | 81.8%                  | 82.2%                  |
| Felon                         | 5.6%                   | 8.2%                   | 10.6%                  | 12.2%                  | 13.4%                  | 13.5%                  |
| Hab. Criminal                 | 0.3%                   | 0.8%                   | 0.9%                   | 0.6%                   | 0.4%                   | 0.4%                   |
| Misdemeanant                  | 0.1%                   | 0.0%                   | 0.1%                   | 0.0%                   | 0.0%                   | 0.0%                   |

Fiscal year 1982 through 1985 profile totals reflect resident counts, authorized and extended absences, unauthorized absences, and temporary custody count, as of the end of the fiscal years.

Fiscal Year 1986 and Fiscal Year 1987 excludes 120 and 115 extended absence youths respectively.

Table 4-8

## Juvenile Facility Capacity Levels

|                       | <u>FY 80<br/>Actual</u> | <u>FY 81<br/>Actual</u> | <u>FY 82<br/>Actual</u> | <u>FY 83<br/>Actual</u> | <u>FY 84<br/>Actual</u> | <u>FY 85<br/>Actual</u> | <u>FY 86<br/>Actual</u> | <u>FY 87<br/>Actual</u> | <u>FY 88<br/>Est.</u> | <u>FY 89<br/>Proj.</u> |
|-----------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-----------------------|------------------------|
| Dixon Springs         | 60                      | 60                      | 78                      | 78                      | ***                     | ---                     | ---                     | ---                     | ---                   | ---                    |
| Hanna City            | ---                     | 90                      | 90                      | 120                     | 120                     | ---                     | ---                     | ---                     | ---                   | ---                    |
| Harrisburg            | ---                     | ---                     | ---                     | ---                     | 125                     | 125                     | 200                     | 200                     | 200                   | 280                    |
| Joliet                | 134                     | 134                     | 180                     | 180                     | 180                     | 180                     | 180                     | 180                     | 180                   | 228                    |
| Kankakee              | 50                      | 48                      | 56                      | 56                      | 58                      | 58                      | 60                      | 60                      | 60                    | 60                     |
| Pere Marquette        | 60                      | 60                      | 75                      | 75                      | 78                      | 78                      | 80                      | 80                      | 80                    | 80                     |
| St. Charles           | 300                     | 300                     | 402                     | 378                     | 349                     | 349                     | 318                     | 318                     | 318                   | 318                    |
| Valley View           | 222                     | 222                     | 265                     | 265                     | 250                     | 250                     | 228                     | 228                     | 228                   | 228                    |
| Warrenville (DuPage)  | 56                      | 56                      | 73                      | 97                      | 125                     | 125                     | 112                     | 108                     | 108                   | 108                    |
| Chicago               | 30                      | Closed                  | ---                     | ---                     | ---                     | ---                     | ---                     | ---                     | ---                   | ---                    |
| Morris                | 30                      | Closed                  | ---                     | ---                     | ---                     | ---                     | ---                     | ---                     | ---                   | ---                    |
| VAST                  | 25                      | Closed                  | ---                     | ---                     | ---                     | ---                     | ---                     | ---                     | ---                   | ---                    |
| Huling Home for Girls | 10                      | Closed                  | ---                     | ---                     | ---                     | ---                     | ---                     | ---                     | ---                   | ---                    |
| Total Capacity        | <u>1,067</u>            | <u>970</u>              | <u>1,249</u>            | <u>1,249</u>            | <u>1,165</u>            | <u>1,165</u>            | <u>1,178</u>            | <u>1,174</u>            | <u>1,174</u>          | <u>1,302</u>           |

\*\*\*Transferred to Adult Division for Work Camps

# *Chapter 5*

## *Administration*

## MEETING THE NEED FOR INFORMATION

### Issue Definition

Numbers. Every department in the state of Illinois generates numbers relevant to their operation. The Department of Corrections alone must keep track of millions of them. Population counts, demographics, inmate identification numbers, inventories, budgets, and expenditures are but a few examples.

When these numbers are input into a computer, they become part of a data base. When the data are organized in a meaningful and accurate manner for presentation to decision-makers, the data becomes useful information. All of these processes make up the Information System.

The Department's Information System has been overloaded from the number end to the information end. The underlying cause - the growth in the offender population - has increased the sheer amount of numbers that must be maintained. This increase has created a ripple effect through the data requirements and the information requirements.

The expertise of the administrative staff result in demand for quick and accurate information. But the limitations of the current system have constrained the amount of data which can be organized into meaningful information.

No end is seen in the growth of number, data and information requirements. For that reason, it is imperative that the Department not fall any farther behind in its progress toward improvement of its information systems.

### Background

In fiscal year 1984, the Department of Corrections developed an information systems plan to project information needs for the next five years. The plan indicated the need for 28 new information systems by the end of fiscal year 1989. This five year time period is more than half over and only two systems are completed.

The first phase of the Offender Tracking System has been delayed three years. It will not be installed until fiscal year 1988. The second phase is delayed until fiscal year 1989. The final phase is not yet scheduled. The danger in any continued delay is possible loss of the network because of an obsolete front end processor. The fiscal year 1988 budget will allow for completion of the first phase of the project by October 1988.

The second major system is the Budgetary Accounting and Reporting System. The department accounts for over \$400 million in appropriations and expenditures each year. Individual adult institutions have annual

budgets between \$10 million and \$35 million each. Six of these institutions track expenditures with manual accounting ledgers. The remaining facilities use antiquated Burroughs bookkeeping machines to perform financial functions. The automated system will replace the Burroughs posting machines and manual ledgers which currently track expenditures against appropriations.

The budgetary accounting package was purchased in fiscal year 1986 and is being modified during fiscal year 1987. In fiscal year 1987, the Department will begin installation of the new package. A portion of the installation will be accomplished by Department staff. This means the system will only be installed in eight of the facilities through fiscal year 1988 with the remaining coming on line in fiscal year 1989.

The conversion of the Juvenile Management Information System is now delayed until fiscal year 1989.

### Action Plan

The Department will be able to meet its schedule and complete the installation of the Offender Tracking System if they are able to purchase its' own mainframes. Estimated savings by forgoing Bureau of Information and Communication Services (BICS) costs amount to \$8,450,000 over a five year period. In fiscal year 1988 alone, the Department would save \$1,088,000.

The fiscal year 1988 budget request for electronic data processing (EDP) is \$3,273,200. Of this total, 25 percent or \$826,000 is for maintenance; \$1,200,000 (37 percent) is for Offender Tracking System development; \$600,000 (18 percent) is for purchase of a mainframe and the remainder is for BICS charges and budgetary accounting equipment.

A total of \$407,300 was cut from the electronic data processing budget request. This will result in delaying the Offender Tracking System to October 1988. This delay moves back the implementation date for the fourth year from an initial date of December 1985.



## IMPROVING INMATES' ABILITY TO READ AND WRITE

### Issue Definition

People unable to read and write have very little chance of obtaining a stable job. If these people have criminal tendencies, it is likely they will find they can survive better by returning to a life of crime. In the end, they funnel through the correctional system again and again.

### Background

In fiscal year 1986, the Illinois Department of Corrections School District #428 conducted a study of the achievement levels of new inmates. The study determined that 28 percent of the newly admitted inmates scored below the sixth grade level. If this is applied to today's current population, it means that nearly 5,500 incarcerated inmates have achievement scores below this level. Nearly 80 percent (4,400) of these inmates have sentences of longer than two years.

### Action Plan

The Illinois Department of Corrections is taking steps to improve the reading level of inmates. Through School District #428, the Department has implemented a new attendance policy. This program requires all new inmates committed for a term of two years or longer who score below the sixth grade level complete a 90 days Adult Basic Education (ABE) program.

After an inmate completes the coursework and scores above the sixth grade level, he/she will be able to hold any inmate assignment. Some inmates will complete the 90 day program but still be unable to test above the sixth grade level. For those, incentives will exist to retake the program.

Due to both the increase in the adult population and the implementation of the required basic education program, the average monthly enrollment is expected to increase by nearly 1,800 (23 percent). Fiscal year 1988 also promises a full year of operation of education programs at Danville, Dixon and Galesburg. The annualization of the cost of these programs along with the implementation of the ABE new attendance policy and the increase in enrollment, increases fiscal year 1988's request by \$1.3 million.

These programs will combine to provide inmates with some of the knowledge they need to survive in society and, therefore, will reduce their chances of returning to prison.

## ***Chapter 5***

# ***Appendix***

***\* Statutory Authority***

***\* Mission***

***\* Summary of Services***

## ADMINISTRATION

### Statutory Authority

Chapter 38; 1003-2-3, 6-1 and 6-2 provides that: "The Director shall establish such Divisions within the Department . . . . as shall be desirable" and that "all institutions and programs shall conform to the minimum standards under this Chapter."

Also, the Department, under the Unified Code of Corrections is mandated the authority and responsibility to:

- Maintain and administer all state correctional institutions and facilities under its control and establish new ones as needed. The Department designates those institutions which constitute the State Penitentiary System.
- Maintain records of persons committed to it and establish programs of research, statistics and planning.
- Investigate the grievances of any person committed to the Department and inquire into any alleged misconduct by employees; and for this purpose it may issue subpoenas and compel the attendance of witnesses and the production of writings and papers, and may examine under oath any witnesses who may appear before it.
- Appoint and remove the Chief Administrative Officers, and administer programs of training and development of personnel of the Department. Personnel assigned by the Department are responsible for the custody and control of committed persons.
- Cooperate with other departments and agencies and with local communities for the development of standards and programs for better correctional services in this state.
- Administer all monies and properties of the Department.
- Report annually to the Governor on the committed persons, institutions and programs of the Department.
- Report quarterly to the Legislature on population, capacity and programs.
- Make all rules and regulations and exercise all powers and duties vested by law in the Department.
- Do all other acts necessary to carry out the provisions of the statutes.

Purpose, Organization, and Mission Statement

The Administration program area is responsible for providing management support to the Director and Executive staff and program support to the three operating Divisions: Adult Institutions, Community Services and Juvenile. This program area includes the Director's support staff and the three service bureaus: Bureau of Administration and Planning, Bureau of Employee and Inmate Issues and Bureau of Inspections and Audits.

The Administration program area defines its mission as:

MISSION: TO ASSIST IN THE DEVELOPMENT, COORDINATION, AND MONITORING OF DEPARTMENT WIDE POLICY AND PRIORITIES WHICH MEET THE BASIC NEEDS OF ITS CONSTITUENT POPULATION, WHILE PROVIDING FOR THE PUBLIC SAFETY.

Summary of Services

a. Director's Support Staff

The Director's support staff serve as the Director's liaison with the general public, the legislature, executive, and judicial branches of government. In addition, technical assistance is provided in meeting compliance with the American Correctional Association (ACA) Accreditation Standards. The functional units are:

- (1) Intergovernmental Affairs
- (2) Public Information
- (3) Accreditation and Standards

b. Bureau of Administration and Planning

This Bureau performs the central administrative functions of the Department. These functions include developing and monitoring budget and fiscal activities, property management, and inventory control; coordinating the repair, maintenance, and construction of Department capital projects; maintaining and developing automated word processing and information systems; and developing and conducting data analysis for policy implementation and problem resolution. The functional units are:

- (1) Planning and Budget
- (2) Capital Programs
- (3) Information Services
- (4) Fiscal Services

c. Bureau of Employee and Inmate Issues

This Bureau performs a critical service in establishing standards for service delivery; reviews inmate complaints; coordinates employee services; develops and coordinates academic and vocational programming; and in collaboration with the various divisions, ensures the delivery of effective training for correctional personnel that will facilitate the accomplishment of the Department mission, goals, and objectives. The functional units are:

- (1) Advocacy Services
- (2) Labor Relations
- (3) Health Care Services
- (4) Inmate Issues
- (5) Legal Services
- (6) Policy and Directives
- (7) Records Office
- (8) School District #428
- (9) Training Academy
- (10) Affirmative Action
- (11) Personnel

d. Bureau of Inspections and Audits

This Bureau performs the central inspection and auditing of departmental standards through internal fiscal audits and internal operations and program audits; provides periodic canine unit assistance in shakedown of departmental facilities; conducts internal investigations; and monitors operations of county jails for compliance with detention standards. The functional units are:

- (1) Canine
- (2) Detention Standards and Services
- (3) Internal Fiscal Audits
- (4) Internal Investigations
- (5) Internal Operations and Program Audits

***Plan Review & Comments***

***Plan Amendments***

I. PUBLIC REVIEW AND COMMENTS

A. Procedures

Section 7(a) of P.A. 79-1035, stipulates that each agency "shall, after submission of the plan to the General Assembly give notice of availability of the Plan, make copies of the plan publicly available, for reasonable inspection and copying, and provide at least 30 days for submission of public comments."

The public review and comment requisites apply to both Part I and Part II of the Human Services Plan or to any amendments to the Human Services Plan. The review process may be combined with existing agency procedures for obtaining public input.

Public review and comment may range from public notice of a comment period to scheduling of formal hearings. Agencies should consider the following components in a proposed format for public input:

- ° Public Notice of the availability of the plan document either through the media, mass mailings or some other public forum. This notice should be extended to organized groups, service providers, and the general citizenry.
- ° Procedures for receiving comments from the public for at least 30 days. This may include receipt of comments through the mail, telephone, public meetings, or testimony presented at formal/informal hearings.
- ° Considerations and use of public comment. A description should be provided of the method on the plans. Additionally, agencies should indicate how public comments will be used in assessing the proposed plans, e.g., modifications, amendments, addendums.

B. Actions

The Illinois Department of Corrections will distribute this plan within the Department and to other state agencies for extensive review and comments. This document will be made available to the public generally, and to many interested groups.

## II. PLAN AMENDMENTS

### A. Procedure

Section 7(b) of the Welfare and Rehabilitation Services Act stipulates that agencies shall file changes in the Human Services Plan with the General Assembly "with respect to any change in the plan which is of a substantial or statewide nature and which will become effective before submission of the next annual plan."

Proposed amendments to Part I of the Human Services Plan should consider the following:

- ° Changes as a result of substantive or appropriations legislation enacted by the General Assembly in the Spring Session.
- ° Changes as a result of gubernatorial actions or recommendations.
- ° Revisions in policies or priorities since the submission of Part I to the General Assembly.

The plan amendments should consist of a narrative statement which highlights the major changes, if any, since completion of Phase I which are of a substantial or statewide nature. If plan amendments indicate a reduction in resources, agencies should describe what measures are being taken to maintain proposed program levels, i.e., administrative reorganization, changes in method of service delivery.

### B. Actions

Any actions taken by the Illinois Department of Corrections will be in compliance with Section 7(b) of the Act. Changes of any magnitude that would result in such an action would occur only from the Public Review Process or through feedback and new analysis generated from the monitoring of the plan.